May 1998

To the Mayor, Members of the City Council, and the Citizens of Kansas City,

As Co-Chairs of the Northland Work Team and on behalf of the Northland Community Advisory Team and others who have participated in this planning process, we are happy to submit the FOCUS Kansas City Northland Plan. This plan is one of seven components that make up the FOCUS Plan adopted by the City Council in October of 1997.

The Northland Plan is designed to set a positive direction for the future of Kansas City north of the Missouri River. The plan targets investment strategies to maintain our existing neighborhoods, and encourage development where public infrastructure, such as water, sewer and streets, already exist. Protecting the natural environment and current character of the Northland are fundamental to the plan. Specific transportation improvements are recommended to improve east-west traffic, extend the boulevard system north of the river, and create pedestrian and bicycle-friendly throughways.

Kansas City as one community – joined rather than separated by the Missouri River – is a fundamental aspiration of the Northland Plan. Towards this end, the plan advocates improved physical and human linkages between the Northland and the rest of Kansas City to strengthen both areas and contribute to building a connected city for the 21st Century.

Much work must be done to implement the FOCUS Plan and the Northland Plan. Through a creative implementation strategy that leverages public and private sector resources and draws upon the energies and talents of all Kansas Citians, we can build a pathway to a future in which the Northland realizes its full potential as a unique yet integral part of Kansas City.

Thank you for this opportunity to help shape the Northland and Kansas City's future.

Very best wishes,

Stuart Hunt
Co-Chair

Linda Ward
Co-Chair

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LIST OF MAPS

Photographs by Wallace Roberts & Todd, Kansas City Planning & Development Department, and Chuck Kneise.

All recommendations contained in the FOCUS Plan, and all of its parts, are subject to legal review for compliance with law, including federal, state and local. If any of the recommendations conflict with law, the legal issues shall be resolved prior to implementation of the affected recommendation.

Introduction to FOCUS

A. FOCUS KANSAS CITY

Kansas City, Missouri is facing the challenges of the 21st Century with a new set of tools, a new spirit of cooperation and a new commitment to future generations that our city will be a thriving, people-centered community and a successful model for other American cities to follow in the future.

Thousands of Kansas City citizens have created this blueprint for our city's future. Organized in teams to address critical issues, volunteers from all neighborhoods and walks-of-life donated their ideas and hard work to FOCUS Kansas City. This important project is a unique partnership between the City of Kansas City, Missouri and its citizens to develop an action plan that our entire community can support as we enter the 21st Century.

FOCUS - Forging Our Comprehensive Urban Strategy - is Kansas City's "to do" list for the next 25 years. It sets priorities and guides decisions about neighborhoods, jobs, taxes, capital improvements, public safety, education, downtown and much more. Millions of dollars are invested every year by both the private and public sectors to make our community work. FOCUS helps us target those investments to work smarter with the money we have. We are taking steps now to make sure Kansas City is not only a viable city in the year 2000 but also a successful model of a new kind of American city.

The FOCUS Plan began in 1992 with 1,000 volunteers contributing over 20,000 hours to design a clear vision for Kansas City. The Mayor and City Council, in partnership with the FOCUS Kansas City Steering Committee of 24 civic leaders guided an innovative citizen-participation process that resulted in a new Policy Plan for the City of Kansas City, Missouri. Adopted by the City Council in 1994, the FOCUS Policy Plan outlines a vision statement and 14 Principles for Policy.

FOCUS Vision Statement

The following statement is what Kansas City aspires to become in the future. It says that **people** are the priority in Kansas City and that taking care of people will result in improvements in all areas of our city. The vision emerged as a powerful statement of inspiration from the citizen involvement process.

We, as Kansas Citians, envision our city as a people-centered community. From economic development to the readability of street signs, we consider people first. Kansas City shapes and guarantees its future by examining first and foremost the impact of every decision on future generations.

We, as Kansas Citians, are full of hope. We demonstrate this hope through our investment in our families, our homes, our neighborhoods, our schools, our businesses and our city.

FOCUS Principles for Policy

The following principles are the fourteen major themes and statements of philosophy that are essential for the City to achieve its vision. These are the foundation of our City's character. All City actions are measured against these fourteen principles. They were derived from the wealth of citizen ideas generated in the Phase I Perspective Group process.

Reaffirm and Revitalize the Urban Core

Central to the city's vitality is the Urban Core, with its diverse population, historic neighborhoods; cultural, recreational, and sports attractions; central business corridor, and its revival as a pleasant and sought-after place to live, work, do business and learn.

Advance and Encourage Quality Suburban Development

The health of our city depends on recognizing the interdepen-

dency of the city's suburban areas and the Urban Core. Each must be healthy for the city to attract development and grow. Quality suburban development enables the city to compete for residents and jobs and is an important part of the city's ability to grow in the future.

Plan for a Well Designed City Framework
The design and maintenance of the city's transportation and infrastructure systems create a framework for sustainable development. Excellent planning systems create a framework for sustainable development. Excellent planning and urban design create a unique city that is physically unified and beautiful.

Strengthen Neighborhoods
Well planned neighborhoods create identifiable communities in which to attain a sense of belonging, forge common goals and work together.

Ensure Environmental Stewardship
Natural resources and energy are valuable assets we should use judiciously and manage wisely for the benefit of present and future generations.

Create a Secure City
Personal comfort, safety, security and peace of mind are essential to residents and businesses in a livable city.

Respect Diversity
Social, gender, cultural, ethnic, racial, economic and religious diversity bring richness to the city.

Advance Education, Culture and the Arts
Learning is fundamental to citizenship, self enrichment and employment. A strong, vibrant cultural and arts environment takes citizens beyond everyday concerns, adds to their quality of life and supports the city's economic base.

Develop Jobs for the Future
The far-reaching effects of technological change and a new global economy challenge Kansas City to identify its competitive role and provide employment opportunities for its citizens.

Create Opportunity
Community and individual self esteem and growth flourish in the presence of equitable opportunities and resources.

Create a Better Future for Our Young People
Positive environments and attitudes that recognize and encourage children to be productive and enable them to be healthy will prepare our youth for tomorrow's world.

Target Financial Investments Strategically
The City must have a sustainable tax base and must help target financial investments where they will be most effective and where they will achieve the city's vision.

Build Government through a Strong Partnership with Citizens
Responsive and creative governance connects and stimulates cooperation between government, citizens, and business and community organizations.

Build Metropolitan Leadership and Regional Cooperation
The City of Kansas City is at the center of a metropolitan community where the challenges of building on the region's strengths and addressing its problems demand a collective response.

FOCUS Phase II - The Strategic and Comprehensive Plan

Based upon the Phase I Policy Plan, work began in 1995 on the strategic and comprehensive plan. Utilizing the key concepts of balance, linkage and partnership, seven distinct, but interwoven component plans were developed to detail the action steps needed to make the FOCUS vision and policy principles a reality.

An expanded Steering Committee, with the help of seven Work Teams made up of over 350 people and additional Community Advisory Teams developed the seven component FOCUS plans. They are outlined below:

The Citywide Physical Framework Plan provides strategic land use planning guidelines, addresses the future character of growth, development and redevelopment as well as capital needs of the City.

The Neighborhood Prototypes Plan recommends specific actions to improve Kansas City neighborhoods and encourage resident partnerships in determining their future and delivery of city services. A unique neighborhood assessment process helps citizens target city services and specific strategies

to their distinct requirements.

The Preservation Plan highlights the importance of Kansas City's rich legacy of landmark structures, historic neighborhoods, and archeological resources that make our city a special place. Strategies on transportation, urban design, capital improvements, and tourism complete our vision of the future from a preservation perspective.

The Urban Core Plan includes inventive strategies for central city neighborhoods, downtown, the Central Business Corridor, and plans for economic development, jobs, capital improvements, public transit and neighborhood livability. Strategies for the location of cultural facilities, marketing the urban core, revitalizing and sustaining neighborhoods are outlined in this plan.

The Northland Plan targets investment strategies to maintain our existing neighborhoods, and encourages development where public facilities (water, sewer, streets) already exist. Protecting the natural environment and current character of the Northland are fundamental to the plan. Specific transportation improvements are recommended to improve east-west traffic, extend the boulevard system north of the river, and create pedestrian and bicycle friendly throughways.

The Human Investment Plan outlines recommendations related to life long education, retaining and encouraging diversity, equipping citizens for the changing work environment, job retention and expansion strategies, programming for stimulating interest in culture and the arts as well as practical life skills for Kansas City's youth, and enhancing Kansas City as a place of excellence, creativity, celebration and unity.

The Governance Plan sets out specific strategies for improving city services, establishing and maintaining the financial health of the city, strengthening metropolitan cooperation and political and organizational restructuring to insure implementation of the FOCUS initiatives.

As the seven Work Teams refined their ideas, they consistently worked together toward bold solutions and overlapping, leveraged opportunities. The result is a very interconnected plan that provides a new decision-making framework for complex issues enabling all parts of the city to work in concert toward the same goals.

Interwoven throughout the seven action plans are 12 key strategies called "Building Blocks." With these strategies, we will implement the FOCUS Plan through programs and projects that will make Kansas City a successful model for a new American City. The specific initiative and action steps outlined in each of the seven FOCUS Plan components relates to these Building Blocks. A more detailed description of the Building Blocks can be found in the FOCUS Plan.

Making Connections For The 21st Century

The qualities in our heritage that have made us a great city will also help us move into the 21st Century as the **New American City.** Kansas City has always had the willingness to take the bold step-from the construction of the Hannibal Bridge in 1869, that guaranteed us preeminence as the gateway to the west; to the 1960s vote on the public accommodations ordinance that guaranteed all Kansas Citians access to public places regardless of race; to the passage of the Bi-State Cultural Tax in the 1990s. We have a history of innovation that will help us as we face our future challenges.

Current trends tell us that the American city of the 21st Century will be an eclectic place with a diverse population, a diverse economic base, and an array of lifestyle and job choices. Kansas City can uniquely position itself to become a model for this new kind of city because we do not experience the extreme problems of larger cities. It is our Midwestern sensibility and civility that will provide a foundation for the necessary move beyond our agrarian and manufacturing roots into a new era of information technology and a global economy. To thrive, Kansas City must understand its own strengths and begin to act as one **connected** city with a clear agenda for the future.

FOCUS emphasizes *connections* - connecting people to places, people to each other and our past to our future. If we can act as one connected city with an optimistic vision, a unifying strategy and clear action steps, we can build a city that works for people.

Kansas City has the natural, physical, and human resources necessary for success. We also recognize that failure occurs when our actions seek to divide, so we must continue to stress and improve our connections. A connected Kansas City favors solutions that, in their holistic and long-term emphasis, are also flexible and responsive to ever-changing technology. This approach requires business, civic, educational, and social

orientations that embrace advancements in telecommunications and information systems as ways of extending pathways into the future and mandates investments that keep Kansas City on the cutting edge of these technologies and connected to the global economy.

As a prescription for unified success, the **New American City** is a new way of thinking and acting. The following pages represent Kansas Citian's commitment to our city, our children and our aspirations for the future.

B. RELATIONSHIP TO BUILDING BLOCKS

The Northland Plan strongly affirms the policy directions set by FOCUS Kansas City and the 12 FOCUS Building Blocks. The Plan recommends that future development be structured around mixed use centers that function as hubs of activity for adjacent neighborhoods; these hubs should include **FOCUS Centers** providing a range of services for residents. The Plan also recognizes the importance of **Community Anchors** such as the Northland's school districts, Maplewoods Community College, businesses, and Northland Human Services Center as focal points of neighborhood and community identity.

Building connections, both internally within the Northland and externally to the rest of Kansas City and the region, is a basic Plan concept. A network of **Connecting Corridors** should be developed, in the form of a complete system of arterials, boulevards, parkways, and supporting roadways; bicycle and pedestrian pathways; and linear parks and greenways along the Missouri River and other waterways. These corridors, in turn, will set the basic framework for **Moving About the City**, as an integrated, multi-modal transportation system is developed that reduces congestion and includes all modes of travel.

Providing an adequate multi-modal transportation system will help support **Quality Places to Live and Work** in the Northland. Quality development is fundamental to the Plan, to be brought about by public/private partnerships and other strategies to encourage compact growth patterns and innovative forms of development. These strategies will foster infill development in developed and developing areas, promote alternative travel modes such as transit, preserve open space, and pro-

mote a higher standard of quality in both public and private developments.

Investing in Critical Resources - public safety, capital improvements, and the natural environment - is also key to ensuring the Northland's future as a great place to live and work. Sensitive natural resources should be preserved and integrated into the fabric of the Northland as it develops. The City's capital investment policy should emphasize infrastructure improvements in developed and developing areas in order to serve existing residents and promote interconnected development. Investment in streets and other capital improvements should promote excellence in the design of the public environment.

Neighborhood Livability is an important issue for the Northland. Public and private investment in infrastructure and housing is needed to maintain the health of some older neighborhoods in need of stabilization. Other neighborhoods in developing parts of the Northland have lesser physical improvement needs but would benefit from actions to enhance neighborhood identity. The Plan recommends that all Northland neighborhoods be provided with the opportunity to take part in the neighborhood self-evaluation program, a grassroots process to define solutions to local problems.

Citizen Access and Communication is inherent in such Plan recommendations as the need to enhance connections to the rest of Kansas City, enhance neighborhood and community identity, and improve the development process by more widely disseminating information on development proposals. Northland individuals and organizations should participate in City-wide programs to share information and resources, with the objective of building partnerships among neighborhoods.

As a home for workers who commute to the Urban Core and as an employment center in its own right, the Northland has a strong role to play in ensuring that Kansas City has a **Competitive Economy**. The Plan recommends actions to support economic development in the Northland, improve mobility between the Northland and the Urban Core (including reverse commuting), and strengthen the role of the KCI Airport as a multi-modal transportation center.

Implicit in the Plan's endorsement of strong ties between the Northland and the rest of Kansas City is support of cultural institutions located south of the Missouri River. The Plan also advocates an active **City**

Life in the Northland, including cultural opportunities and public amenities such as public art and high quality landscapes and streetscapes.

Finally, the strategies described in the **Healthy Community** and **Life-Long Learning** Building Blocks are essential to Northland residents achieving their full potential as contributing members of the Kansas City community. The Northland's existing health and educational institutions provide a good foundation for implementing these strategies. Plan recommendations such as enhanced mobility for persons without access to automobiles, improved citizen access to government, and worker training and retraining programs will also contribute to meeting the Northland's health and education needs.

C. RELATIONSHIP TO OTHER COMPONENT PLANS

The Northland Plan is one of five components of the Physical Environment Plan for Kansas City. The Physical Environment Plan is, in turn, one of the three major elements of the FOCUS Kansas City Phase II Plan. Given its role within the overall FOCUS Kansas City planning effort, the Northland Plan is designed to both stand on its own as a discrete action plan for Kansas City, MO north of the Missouri River and to complement the recommendations of the other Plan components. It is most closely related to the **City-Wide Physical Framework Plan**, which sets the overall context within which future development of the Northland will occur. The recommendations of these two plans have been closely coordinated.

The **Neighborhood Prototypes Plan** contains recommendations that will guide neighborhood planning and improvement activities in the Northland. These recommendations include the "self-evaluation" process whereby individual neighborhoods will classify themselves as one of four area types:

- ***Developing areas*** are characterized by expanses of undeveloped land that are meeting strong market demand for new housing.
- ***Conservation areas*** are established neighborhoods characterized by generally good physical conditions and healthy living environments.
- ***Stabilization areas*** are established neighborhoods that are experiencing some declining trends ranging from mild to severe.
- ***Redevelopment areas*** are characterized by severe decline that in most cases has resulted in loss of the original social

and physical fabric, making them prime opportunities for re-investment.

These area types will provide the basis for development of strategies to meet the needs of individual neighborhoods within the Northland.

The recommendations of the **Preservation Plan** regarding preservation of Kansas City's historic assets are also important to the future of the Northland. While it is generally believed that most historic resources are located south of the River, the Northland contains important historic neighborhoods and farmsteads and most of the City's intact Native American archaeological sites.

In contrast to the City-Wide Physical Framework, Neighborhood Prototype, and Preservation Plans, the **Urban Core Plan** addresses a specific geographic area: the urban center of Kansas City, located south of the Missouri River. The Northland Plan recognizes the vital importance of the Urban Core as the "heart of the City" and seeks to strengthen connections between it and the Northland.

The non-physical components of FOCUS Kansas City - the **Governance** and **Human Investment Plans** - are also critical to building the best possible future for the Northland. For example, realization of the aspirations for the Northland is dependent upon effective implementation of Governance Plan strategies regarding fiscal policies, incentives, services, and other issues related to City government, as well as the connected community-building strategies outlined for the entire City. The economic development strategies proposed in the Human Investment Plan are also essential to provide employment and expand the tax base.

Northland Executive Summary

Kansas City's Northland is a dynamic area of great size, complexity, and diversity. Its 159 square miles contain long-established neighborhoods, newer residential and commercial developments, regional centers of employment and activity such as the Kansas City International (KCI) Airport and Metro North Mall, and vast expanses of undeveloped land. Much of this land possesses splendid natural beauty - rolling hills and fields, wooded stream corridors, and tree-lined country roads. Although the scope of the Northland Plan is technically limited to the part of Kansas City within Clay and Platte Counties, other communities such as Gladstone, Liberty, North Kansas City, Parkville, and Riverside are an essential part of the fabric and identity of the Northland.

In recent years the rate of growth in the Northland has accelerated with its emergence as the "best kept secret" in the Kansas City region: closer to the downtown and with more affordable housing than other suburban communities; offering good schools, open space, and other amenities of suburban living. While the Plan recognizes growth as a positive force, there is a concern that the current pattern of public and pri-

The Northland's diverse landscape

vate development will, if continued, prevent the Northland from achieving its full potential. In the worst case scenario, this pattern will result in a future of congestion, deteriorated older neighborhoods, increased costs for public services and infrastructure, and a diminished natural and visual environment.

An alternative future for the Northland is possible, one that can be achieved through proactive efforts by government and private citizens. In this future, the Northland is characterized by its:

- Close ties to the Urban Core and the Kansas City metropolitan region as a whole
- A compact development pattern, structured around vibrant, mixed use centers that provide focal points of activity for the Northland's neighborhoods
- An interconnected framework of parks, greenways, and open spaces that preserve the Northland's special natural resources within the fabric of development
- A multi-modal transportation system that supports public transit, pedestrians, and bicyclists, as well as the automobile
- Diverse, healthy neighborhoods with a strong sense of community, whose needs for basic infrastructure have been met.

The culmination of many months of effort by the Northland Work Team, the Northland Plan is designed to set a positive direction for Kansas City north of the Missouri River. Achieving the best possible future for the Northland will require surmounting numerous challenges. Growth patterns that reinforce existing development, minimize congestion, and preserve the natural amenities that help make the area a great place to live and work will need to be encouraged. Providing adequate infrastructure, particularly an interconnected system of roadways, parkways, and boulevards, is a continuing priority. Other important issues need to be addressed as well: for example, enhancing connections to the rest of Kansas City, building stronger neighborhoods, improving the quality of both public and private development, and creating a friendly environment for pedestrians and bicyclists.

FOUR FRAMING THEMES

Early in the process of preparing the Plan, the Work Team articulated four "framing themes" that capture the major issues facing the Northland. These themes are:

- The Role of the Northland in the Kansas City Region
- Land Use and Development
- Transportation and Infrastructure
- Neighborhoods and Community Development

View of downtown Kansas City from the Northland

The Role of the Northland in the Kansas City Region

While the Northland is special and has its own unique identity, its future is closely linked to the future of the rest of Kansas City. The Northland serves a dual role in the Kansas City region, both as a home for residents who commute to the Urban Core and other parts of the metropolitan region, and as a center of employment in its own right. This dual role should be strengthened in the future.

Land Use and Development

The quality of life in the Northland largely depends on the pattern and quality of development that occurs in the future. Approximately two-thirds of the Northland is still undeveloped - about 109 square miles or 75 percent of vacant land in all of Kansas City, enough to accommodate projected growth rates far into the future. However, the rate of development has accelerated in recent years, with its most visible effects in the burgeoning growth corridors of I-29, US-169, Shoal Creek Valley, and Barry Road. Growth should be encouraged in developed and developing areas with existing infrastructure.

and multi-modal transportation are served.

Transportation and Infrastructure

The Northland has historically lacked the complete roadway and utility systems needed to fully support existing and new development. Older neighborhoods are in need of renewed investment in infrastructure. Although the freeway system is complete, the area's topography of north-south ravines and ridges has hampered the development of east-west roadways. The need for cost-effective public facilities and services is increasing as the Northland grows. In particular, the Northland needs a mechanism to build, improve, and maintain arterial roadways, parkways, and boulevards.

Neighborhoods and Community Identity

The newer parts of the Northland lack the sense of local community identity typical of neighborhoods south of the River. This is in part due to a fragmented pattern of development, which tends to isolate subdivisions from each other and from community-serving uses such as schools, other public facilities, and shopping areas.

PLAN RECOMMENDATIONS

The four framing themes - the Northland's role in Kansas City, land use and development, transportation and infrastructure, and neighborhoods and community identity - were used by the Work Team as a framework for developing recommendations for the future of the Northland. These recommendations are summarized below and described in more detail in Chapters III (Aspirations) and IV (Applications) of the full Northland Plan. The recommendations emphasize:

- **Quality development** that respects the natural environment and is visually attractive
- **Efficient infrastructure** that supports existing neighborhoods and fosters cost-effective public facilities and services
- Social, economic, and physical **diversity** promoted by a variety of housing types and prices, land uses, and development patterns

- **Community identity** built upon neighborhood-based organizations, institutions, and activity centers
- **Connections** between the Northland, Kansas City south of the River, and the region as a whole
- **Multi-modal linkages** for vehicles, bicyclists, and pedestrians between neighborhoods, activity centers, places of employment, and community facilities

1. Affirming the Northland's Role in the Kansas City Region

Enhance connections between Kansas City, North and South

Kansas City as one community - joined rather than separated by the Missouri River - is a fundamental aspiration of the Northland Plan. To help turn this aspiration into reality, stronger connections should be established across the River. These connections include both physical linkages (e.g., adequate multi-modal crossings of the River and extension of the parkway and boulevard system into the Northland) and enhanced communications and programs to bring together residents of Kansas City, North and South.

Implement the Northland's share of the *Metro Green* system

The Northland's portion of the Kansas City Metropolitan Greenway System (*Metro Green*), proposed by the 1991 Community Assistance Team Project of the American Society of Landscape Architects, Prairie Gateway Chapter, should be implemented through development of a system of greenway trails, parkways, and boulevards (Map 1). This system will enhance internal connections within the Northland and help link it to the larger region.

Develop a shared greenway along both sides of the Missouri River

The land bordering the Missouri River should be recognized as a major recreational opportunity, one that can bring together residents of Kansas City, north and south, as well as other communities along the River. A master plan for riverfront greenways along both sides of the River should be completed and implemented through the development of path systems, recreational facilities, and pedestrian/bi-

The Missouri River could become a recreational greenway helping tie together Kansas City North and South.

cycle connections across the River.

Promote development of the KCI Airport area and Birmingham Bottoms as employment centers to complement Kansas City's Urban Core

Maintaining and supporting high quality job growth in the KCI Airport and Birmingham Bottoms areas is critical to creating a vital, strong, and healthy local and regional economy, as well as to expanding the employment base of Kansas City. Also, the availability of high quality, well-paying jobs in these employment centers supports residential development in the Northland.

Provide a range of quality housing choices in the Northland

The Northland has a vital role to play in accommodating quality suburban development in Kansas City. The availability of quality housing should be promoted at all levels, from larger lot, estate housing to affordably priced homes. The Northland's large tracts of undeveloped land provide a unique opportunity for an innovative new residential "product" - one that offers a mix of housing styles and price ranges within individual developments while conserving open space.

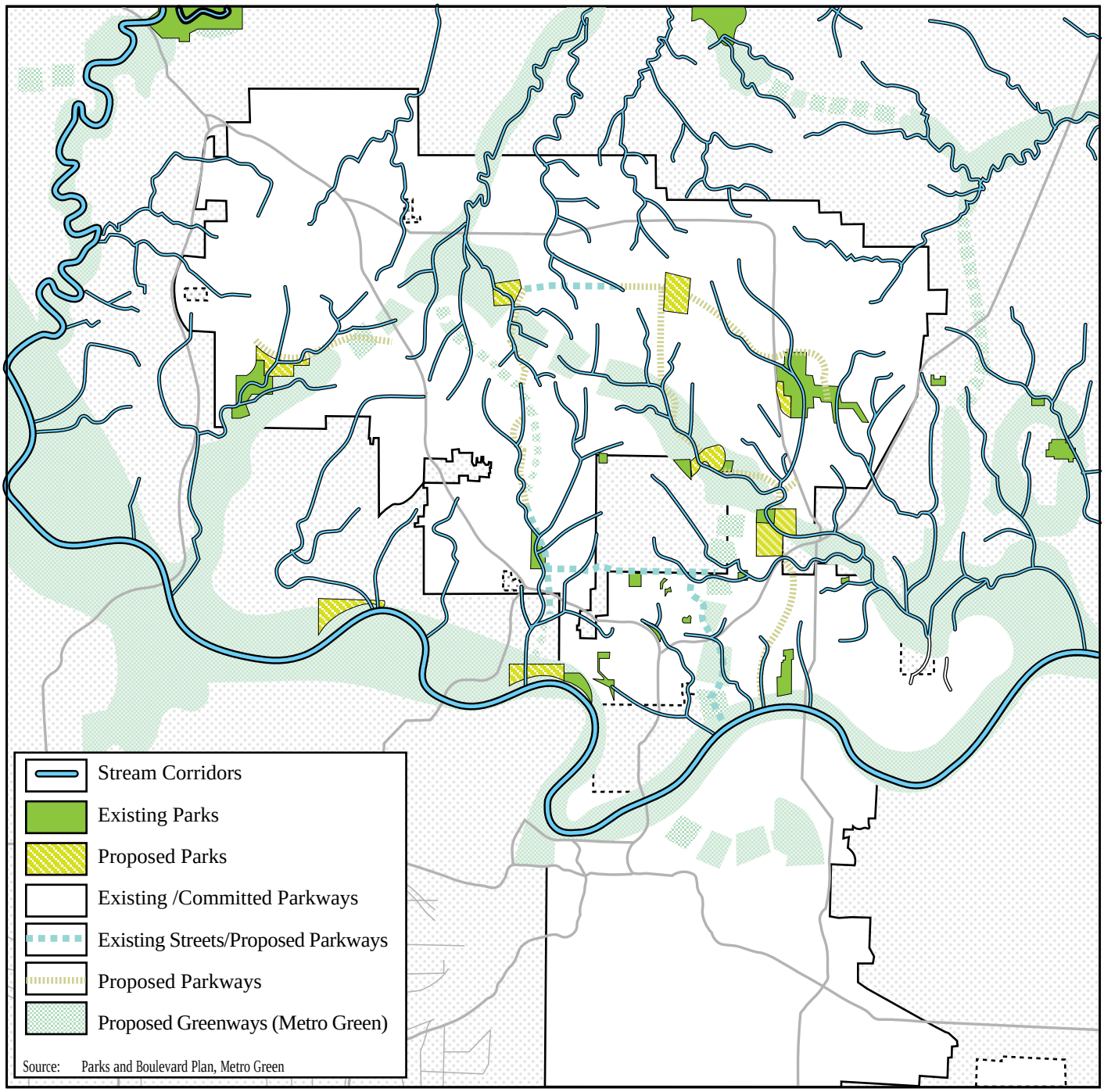
Coordinate with other Northland jurisdictions in implementing FOCUS Kansas City and the Northland Plan

Incorporated Kansas City within Clay and Platte Counties is inseparable from the many other jurisdictions (Gladstone, Liberty, North Kansas City, Parkville, etc.) that are also part of a vital subregion within the greater Kansas City metropolitan area. To implement the Northland Plan, Kansas City will need to work closely with the counties and other municipalities on initiatives and actions that span jurisdictional boundaries, such as building a complete system of arterials and boulevards.

2. Land Use and Development: Shaping Quality Places to Live, Work, and Play

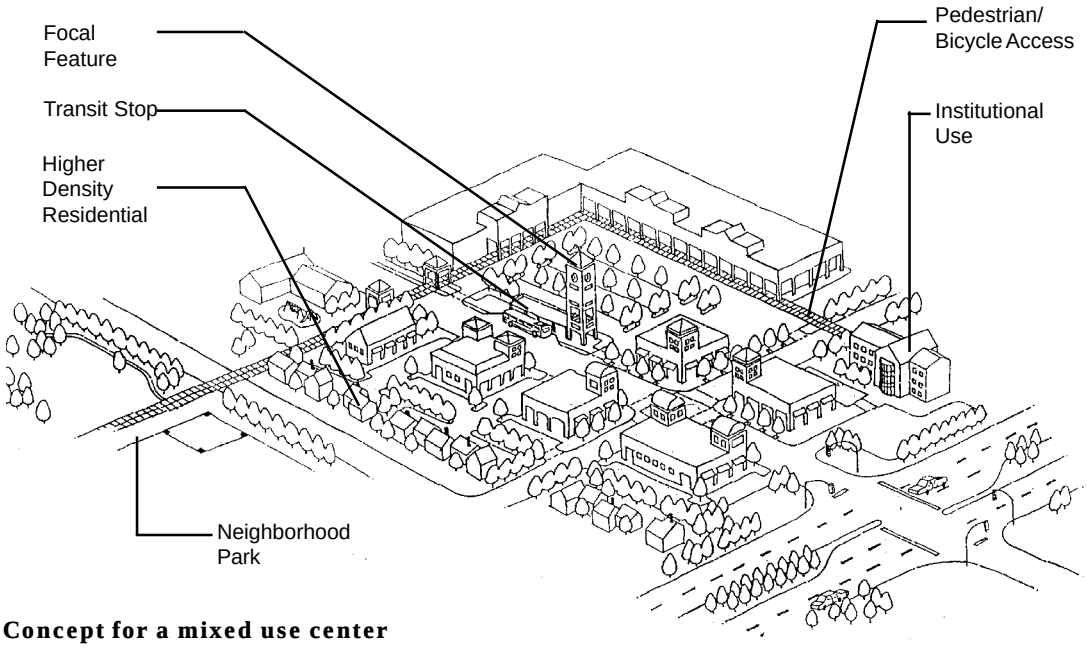
Encourage a more compact, interconnected development pattern structured around existing development and defined centers

The current growth pattern in the Northland is one of isolated residential subdivisions and single-use commercial developments, resulting in a fragmented land use pattern that promotes congestion on major roadways. Public investment policies and incentives should be used to encourage infill in developed and developing areas, promote connections



Map 1.
Stream Corridors, Parks, and Greenways

between developments, and define higher intensity, mixed use centers as focuses of land use, transportation, and community identity. "Leap frog" into areas that are not adjacent (contiguous) to existing development should be encouraged only for projects that implement specific objectives of the Northland Plan and FOCUS Kansas City, for example: creation of mixed use centers or multi-modal transportation facilities. In addition, clustered development should be encouraged as a way to preserve open space within residential subdivisions.



Concept for a mixed use center

Enact development standards to encourage "quality" development

Kansas City's zoning and subdivision regulations should be enhanced to establish clearer design standards and guidelines for new development. These standards should be designed to produce quality development and a more predictable approval process (as opposed to the case-by-case negotiation typical of the current approach). In addition, they should be linked with incentives for desired forms of development. A new Site Plan Review Ordinance should be considered to address issues such as landscaping, location and design of parking, impacts on sensitive natural and cultural resources, and provision of pedestrian/bicycle ameni-

ties.

Improve the development review and approval process to: 1) enhance local awareness and input and 2) create a "user friendly" climate that promotes quality development

To achieve a higher standard of quality in Northland development, partnerships will be needed between the City and the development community. Developers will need to be willing to test new ideas and implement innovative forms of development, while the City will need to provide incentives, enhance customer service, and seek ways to facilitate development proposals that meet the objectives of FOCUS Kansas City and the Northland Plan. At the same time, citizens should be more fully informed of development proposals in order to make the City and the developer aware of the concerns of local residents.

Protect sensitive natural resources such as stream corridors, floodplains, woodlands, and steep slopes

Highly valued by Northlanders, natural resources contribute greatly to the character of the Northland and are critical to environmental functions such as flood control, water quality, and wildlife habitat. These resources should be fully inventoried to inform future decision-making regarding land use, development, and preservation. Actions should be taken to ensure that natural resources are integrated into the fabric of the Northland as it develops, both at the macro scale (by maintaining a framework of greenway corridors and special viewsheds) and at the site level (by improving zoning and subdivision standards and providing flexible development options to encourage preservation of sensitive resources within individual developments).

Implement a comprehensive parks and open space system, structured around parks and recreational facilities; greenways; and environmentally sensitive resources

Establishment of an interconnected system of parks, greenways, and other open spaces, implemented through coordinated public and private action, will help provide an organizing framework for the future development of the Northland. The basic structure for such a system is set by the Parks and Recreation Department's 1993 *Plan for Parks, Recreation,*

Boulevards, and Greenways and the 1991 *Metro Green* study.

The Children's Fountain is one of two fountains that are important Northland landmarks.

Implement an overall urban design concept establishing aesthetic standards for public elements such as gateways, major roadways, signage, and public facilities and spaces

A higher standard of quality in the design of public facilities and spaces will both improve the Northland's physical environment and set an example for private development to follow. Within the context of a City-wide urban design plan, an urban design concept should be developed for the Northland as a focus for action to enhance the quality of the public landscape. This concept should identify guidelines and actions for the physical improvement of gateway entrances to the Northland, particularly the Airport entrance road and the "gateway to the downtown" along the Broadway Extension to the Broadway Bridge; major roadway corridors such as Barry Road, Vivion Road, and M-152; public facilities and spaces, including landmarks as visual focal points and sources of community identity; and signage. In addition, scenic views of the downtown Kansas City skyline should be preserved where possible and made available for the enjoyment of the public.

3. Building a Transportation and Infrastructure System that Works

Implement a complete vehicular movement system, with an emphasis on serving existing developed/developing areas in the Northland

The Northland generally has excellent freeways but lacks a complete system of arterial roadways and collector streets. Major priorities include development of: 1) a complete system of primary (four-lane) arterials, particularly to accommodate east-west movement; and 2) a supporting network of secondary (two-lane) arterials and collector streets, to facilitate local traffic and permit diversion of local trips from the freeways and primary arterials. Because of limited funds, improvements should be targeted primarily to serve developed and developing rather than future development areas. Regulatory policies and incentives should

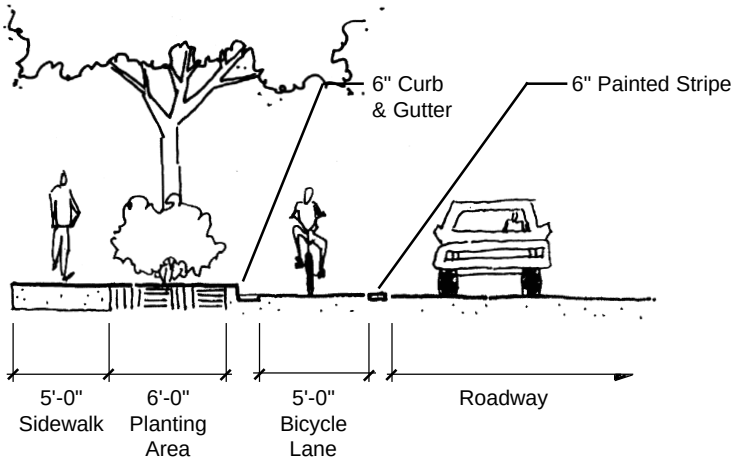
be used to shape development patterns and control access in order to preserve the capacity of arterial roadways.

Implement the parkway and boulevard plan as part of the Northland vehicular movement system

South of the Missouri River, the system of parkways and boulevards is part of the basic framework for movement and contributes greatly to the City's character. Although a similar system has been planned for the Northland for many years, only six of 125 miles of proposed parkways and boulevards have been implemented to date. The parkway and boulevard system proposed for the Northland should be completed and linked to the larger Kansas City network.

Provide choice through multi-modal transportation in the Northland

A transportation system incorporating all modes of travel - pedestrian, bicycling, transit, air, train, and automobile - should be provided in the Northland. The current transit system should be improved to increase mobility to jobs, health care, and meet other travel needs for residents who do not drive. These improvements should address both regional and collector bus service and the movement of people from their homes to the bus system. In addition, light rail should be extended north of the Missouri River as soon as possible. A dedicated transit corridor to the KCI Airport should be secured to accommodate light rail or other form of technology in the long term. Transportation and land use policies should be coordinated to promote the development of higher density, mixed use centers as focal points for transit service.



Standards for roadway with bicycle lane and sidewalk

The Mid-America Regional Council's major bikeway plan, supplemented by a secondary system of bike facilities along parkways, boulevards, and local streets, should be implemented to provide an effective bikeway system in the Northland. Street standards should be updated to safely accommodate bicyclists and pedestrians as new roads are constructed. Sidewalks and pedestrian

paths should be provided as connections from homes and neighborhoods to transit stops, schools, shopping areas, and other destinations.

Establish land use policies, regulations, and incentives that encourage compact development patterns and higher density centers accommodating alternative travel modes in order to reduce dependence on private vehicles

By promoting centralized destinations and providing travel choices, the City can empower citizens to select alternative modes that conserve energy and reduce air pollution from private vehicles reliant on fossil fuel. Well designed centers with travel options allow citizens to make reasonable tradeoffs between the convenience of different travel modes and their costs in terms of time and money. Policies and incentives that reduce vehicular traffic will help maximize the efficiency of public investment in a more complete arterial street system to serve vehicles, pedestrians, and bicycles. Policies that would positively affect the reduction of vehicular traffic include:

- Encouraging compact development patterns and mixed use centers
- Providing convenient public transit facilities
- Requiring pedestrian and bicycle friendly design with special attention to safety
- Constructing roadways that accommodate alternative modes and shorter travel distances through infill or logical extensions of existing development

Concentrate utility capital investments in areas that are currently or easily served by existing utilities

Upgrading of utility systems serving existing development that have inadequate capacity or are not in compliance with codes is to be the first priority. The priority for provision of new infrastructure capacity should be areas of infill development or areas adjacent to existing development. The goal should be to provide utilities concurrent with contiguous new development. Investment of City funds should be avoided where development is remote from existing capacity, unless there is significant developer financing or significant public benefit.

Plan and construct infrastructure projects to harmonize with natural systems

Roadways, stormwater management facilities, and other infrastructure systems should be planned to respect topography and other natural resources in the Northland. A system of greenways, including the floodplains of the Missouri River and other significant waterways, should be

preserved for their role in flood control and maintenance of environmental quality.

Broaden and enhance stormwater management

A comprehensive strategy for managing stormwater generated by development in the Northland should be implemented. This strategy should encourage environmentally sound management practices, based upon planning for the major drainage basins in the Northland.

4. Enhancing Neighborhood and Community Identity

Promote neighborhood identity in the Northland

With some exceptions, particularly in the older First Annexation area, the Northland lacks the strong sense of neighborhood identity typical of Kansas City south of the River. Actions should be taken to strengthen Northland neighborhoods, through targeted physical improvements, by supporting neighborhood-serving institutions, and by encouraging grassroots efforts to address neighborhood issues.

Develop public-serving facilities such as schools, parks, and libraries as centers of community activity

Public-serving facilities can be important focal points of neighborhood and community identity. The role of existing public facilities as centers of community activity should be reinforced and physical linkages established to adjacent neighborhoods. (Future facilities should be located together and made accessible to neighborhoods to provide community activity centers and opportunities for the sharing of facilities.)

This Northland school lacks sidewalks to connect it to the surrounding neighborhood.

Enhance physical connections for Northland neighborhoods

Many Northland neighborhoods are in need of physical linkages that are currently lacking due to discontinuous streets and sidewalks. Wherever possible, physical connections should be developed between neighborhoods and

public-serving facilities, mixed use centers, shopping areas, other focuses of community activity, and neighboring residential areas.

IMPLEMENTATION PRIORITIES

The actions recommended to bring about the desired future for the Northland are broad and far-reaching in scope. Implementing them will require a major, coordinated effort and commitment of resources by all levels of City government as well as active partnerships with other public entities and the private sector. They also must be considered in the context of the limited fiscal resources available to meet the many physical and human investment needs of Kansas City as a whole. Nevertheless, the Work Team firmly believes that, through a creative implementation strategy that leverages public and private sector resources and draws upon the energies and talents of all Kansas Citians, it will be possible to build a pathway to a future in which the Northland realizes its full potential as a unique yet integral part of Kansas City.

As the highest priority, comprehensive, non-traditional sources of funding for capital initiatives need to be identified. These sources must address both maintenance and upgrading of existing infrastructure, as well as capital improvement needs relative to water, sanitary sewer, drainage, fire protection, arterial roadways, parkways, and boulevards. It is clear that existing financing mechanisms alone will not support the level of investment needed to implement the Plan recommendations. New techniques must be found to maximize City resources, create public/private partnerships, target private investment towards FOCUS goals, and develop cooperative projects with surrounding jurisdictions.

KCI Airport Employment Area

Economic development is also a high priority highlighted in The Northland Plan. The Plan identifies two major employment centers: the KCI Airport area along I-29 and I-435 and the Birmingham Bottoms area along Highway 210. These important employment areas should be targeted for infrastructure improvements as a means to implementing the broader recommendations of the Plan. Further, the goal of economic development in the Northland is to create and expand the tax base in addition to providing

employment in the region. Development proposals that demonstrate significant potential for a long-term, positive impact on the City's tax base should be most favorably considered if they are otherwise consistent with FOCUS objectives.

As a guide for plan implementation, the Work Team has identified priority initiatives and actions that should be implemented or begun to be implemented by the years 2000 and 2005. These initiatives and actions are listed in Table 1 along with the city departments that will be responsible for their implementation. The actions are divided into two general categories:

- **Legislative Actions:** Actions requiring legislation by the State of Missouri or Kansas City to realize plan objectives
- **Projects:** Actions requiring significant investment of funds for capital improvements (capital projects) or operations and maintenance (operating projects), or involving development and implementation of policy programs (policy projects). While policy projects may involve low or minimal cost, they will likely require public and private political will and significant time commitment for implementation.

The actions are not shown in priority order in the matrix, which is intended as an "opportunity list" for plan implementation. It is recognized that the ability to take on one project over another is dependent on a number of factors and that it is imperative that the list remain flexible to take advantage of circumstances as they change over time. There is considerable current development activity in the Northland. The initiatives and actions listed are those that are most important to keep public and private dollars directed towards the goals of the Plan.

Table 1. Implementation Matrix

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
I. Initiative: Stabilize and enhance existing neighborhoods through programs such as eliminating existing septic systems, addressing storm drainage and other infrastructure needs, and providing for maintenance of roadways			
A. Change City Charter to allow for different assessment mechanisms so that improvements are affordable to homeowners	Legislative	City Manager, Water, Public Works, Legal	2000
B. Eliminate septic systems from and provide adequate fire protection to neighborhoods	Capital Project	Public Works, Water	2000
C. Identify public maintenance and improvement projects needed to correct drainage, sewage, and other infrastructure problems in stabilization neighborhoods	Policy Project	Public Works, Water	2000
D. Implement a system for prioritizing public sector utility projects favoring inadequately served areas of existing development	Policy Project	Public Works, Water	2000
E. Target public maintenance and improvement dollars to correct drainage, sewage, and other infrastructure problems in stabilization neighborhoods	Operating and Capital Project	Public Works, Water,	2000
F. Enact a funding mechanism for ongoing maintenance of existing roadway facilities	Legislative	City Manager, Public Works	2000
G. Implement an ongoing maintenance program for existing roadway facilities	Operating Project	Public Works	2000
H. Enact user-friendly enabling legislation to provide neighborhoods with an additional tool to assemble resources for neighborhood improvement projects	Legislative	City Manager	2000
I. Begin the Neighborhood Assessment process	Policy Project	Neighborhood & Community Services, Northland Neighborhoods, Inc.	2000
J. Provide effective code enforcement in conservation and stabilization neighborhoods to prevent progressive deterioration	Policy Project	Neighborhood & Community Services, Northland Neighborhoods, Inc.	2000
K. Provide fiscal and regulatory incentives to encourage investment in older, established neighborhoods	Policy Project	City Planning, Legal	2000

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
II. Initiative: Revise Northland Area Plans and implement rezoning to conform with new land use plans (see also VI, VII, VIII)			
A. Develop a work schedule for revising the Northland Area Plans, Northland Master Water and Sewer Plan, and Parks and Recreation Plan, beginning with areas identified as most in need of attention due to growth pressures or other consideration	Policy Project	City Planning, Water, Parks & Recreation	2000
B. Revise Northland Area Plans consistent with FOCUS goals (compact/mixed use development, transit corridors, etc.)	Policy Project	City Planning	2000
C. In the process of revising the Area Plans, identify locations for multi-modal, mixed use centers	Policy Project	City Planning	2000
D. In the process of revising the Area Plans, identify secondary and collector streets parallel to primary and freeway facilities to supplement the Major Street Plan	Policy Project	City Planning, Public Works	2000
E. Adopt Revised Area Plans	Legislative	City Manager, City Planning	2000
F. Review current zoning for consistency with the adopted Land Use Plans contained in the revised Area Plans. Develop a rezoning plan for implementation	Policy Project	City Planning	2000
G. Implement rezoning plan to bring properties into conformance with the adopted Land Use Plans	Legislative	City Manager, City Planning	2005
H. Seek legislation necessary to permit sunsetting provisions to bring pre-existing, non-conforming zoning and plats into conformance with revised Area Plans	Legislative	City Manager, City Planning, Legal	2000
I. Develop an inventory of existing platted but undeveloped land and vacant land located in Priority Development Areas as identified on the Northland Urban Form Map (Map #8)	Policy Project	City Planning	2000

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
III. Initiative: Revise the development regulations and process to promote "quality development" and other FOCUS objectives	Policy Project	City Planning, Legal	2000
A. Develop a new Site Plan Review process in the Zoning Ordinance, together with defined development standards to maximize use of existing utilities, protect natural, scenic, and archaeological resources, and provide for design review • Utilize current design and aesthetic review procedures established in the City Architect's office for all public projects. Measure against established urban design standards • Establish landscape design standards and tree preservation requirements for all development • Utilize existing "enhanced arterial standards" for all arterial roadway improvements • Establish requirements for pedestrian/bicycle amenities and connections			
B. Develop a cluster/open space development option to help promote more efficient public infrastructure and services and preserve sensitive resources as open space	Policy Project	City Planning	2000
C. Develop zoning, incentives, and standards to encourage development of multi-modal, mixed use centers	Policy Project	City Planning, Legal	2000
D. Revise the Subdivision Regulations, including: • Development standards to protect natural drainage systems, minimize land disturbance, protect archaeological resources, allow use of porous materials for parking surfaces, etc • Engineering street standards to incorporate bikeways, pedestrian, and transit facilities; flexibility to respond to topography and natural features; access control; signal spacing, and others as recommended in the Northland Plan	Policy Project	City Planning, Legal, Public Works	2000
E. Revise the parkland dedication requirement to 1) provide the City with the option of requiring a cash payment in lieu of land that does not contribute to the overall parks system and 2) re-evaluate the dedication formula to ensure that the cash value is commensurate with the value of the land	Policy Project	City Planning, Parks & Recreation	2000
F. Adopt revised development regulations	Legislative	City Manager, City Planning	2000

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
G. Make the decision-making process more accessible to the public (e.g., by changing meeting times and locations)	Policy Project	City Planning, City Plan Commission	2000
H. Change internal review procedures and regulatory requirements to make it easier for developers to implement quality/innovative development	Policy Project	City Planning, Legal	2000
I. Adopt regulatory changes to favor innovative development (e.g., cluster as opposed to conventional subdivisions) as part of the revised development regulations	Legislative	City Manager, City Planning	2000
IV. Initiative: Direct public infrastructure policy and incentives to encourage infill and contiguous development			
A. Revise existing policies to support infill development through the use of incentives and targeting of capital resources	Policy Project	Public Works, Water	2000
B. Develop new fiscal and regulatory incentives to promote infill and contiguous development	Policy Project	Public Works, Water, City Planning, Legal	2000
C. Enact fiscal and regulatory incentives to promote infill and contiguous development, in conjunction with the comprehensive revision to the development regulations	Legislative	City Manager, City Planning	2000
V. Initiative: Provide a range of quality housing choices in the Northland			
A. Address the provision of a variety of housing types in the preparation of Area Plans and revised development regulations	Policy Project	City Planning, Community Development	2000
B. Include policies and regulations encouraging the provision of a variety of housing types in the adoption of Area Plans and revised development regulations	Legislative	City Manager, Community Development	2000
C. Work with the private sector to develop low cost financing programs for the rehabilitation of existing housing stock	Policy Project	Neighborhood & Community Services, Northland Neighborhoods, Inc.	2000

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
VI. Initiative: Implement an interconnected system of parks and greenways (see also II, III)			
A. Complete the Master Plan for a shared greenway along the Missouri River	Policy Project	Parks & Recreation	2000
B. Acquire necessary property and implement the Master Plan	Capital Project	Parks & Recreation	2005
C. Using the 1993 *Plan for Parks, Recreation, Boulevards, and Greenways* as a starting point, identify and prioritize public acquisition projects	Policy Project	Parks & Recreation	2000
D. Implement acquisition of property and project development.	Capital Project	Parks & Recreation	2005
E. Work with adjacent jurisdictions to fund and build an interconnected greenway system throughout the metropolitan area	Policy Project	City Manager, MARC	2005
F. Work with the Landmarks and Historic Trust Corporation and other land trusts to promote use of the conservation easement program for open space preservation by private landowners	Policy Project	Parks & Recreation, Nonprofit	2000
VII. Initiative: Preserve sensitive natural resources (see also II, III)			
A. Inventory and map significant natural and scenic resources in the Northland	Policy Project	Environmental Mgt., City Planning, Parks & Rec.	2000
B. Integrate preservation of identified natural and scenic resources into public and private development planning and revised development regulations	Policy Project	Environmental Mgt., City Planning, Parks & Rec.	2000
C. Complete stormwater management plans for the Northland's major drainage basins	Policy Project	Water	2000
D. Implement stormwater management plans through public infrastructure projects and review of private developments	Capital & Policy Project	Water, City Planning,	2005

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
VIII. Initiative: Develop a system of bikeways (see also II, III)			
A. Adopt the Mid America Regional Council's Bikeway Plan and incorporate it into public infrastructure planning and the development review and approval process	Legislative	City Manager, Environmental Mgt., Parks & Recreation	2000
B. Inventory the existing street system to identify "bicycle friendly" routes and those that can be inexpensively made so	Policy Project	Public Works, Parks & Recreation	2000
C. "Retrofit" existing neighborhoods with bicycle/pedestrian connections	Capital Project	Public Works, Parks & Recreation, Environmental Mgt., Neighborhoods	2005
D. Require bicycle/pedestrian connections in the design of new developments	Policy Project	City Planning, Public Works	2000
E. Coordinate property acquisition and construction of bikeways with other public improvement projects, especially sanitary sewers proposed in drainage corridors	Policy Project	City Planning, Water, Public Works	2000
IX. Initiative: Implement a higher quality of urban design in the public landscape			
A. Seek opportunities in public and private development projects to establish distinctive landmarks that contribute to the Northland's identity	Policy Project	City Planning, Public Works, Parks	
B. Prepare a comprehensive informational and directional signage plan for the Northland	Policy Project	Public Works	2000
C. Implement and maintain the informational and directional signage plan	Capital Project	Public Works	2000
D. Design important roadways and intersections in the Northland as "Gateways" and "Key Intersections" with special streetscape design and other amenities	Capital Project	Public Works	2000
E. As a first priority, develop plans for urban design improvements to the Broadway Bridge/Broadway extension gateway	Capital Project	Public Works	2000
F. Implement urban design improvements to the Broadway Bridge/Broadway extension gateway	Capital Project	Public Works	2005
G. Work with the Missouri Department of Transportation to achieve greater urban design quality in state highway improvement projects in the Northland and remove barriers to bicycle and pedestrian traffic	Policy Project	City Manager, Public Works, State Rep., MDOT	2000

INITIATIVE/ACTION	TYPE OF ACTION	RESPONSIBLE PARTY	TARGET DATE
H. Design a comprehensive streetscape enhancement along Barry Road, including bicycle and pedestrian facilities, as an urban design demonstration project	Capital Project	Public Works	2000
I. Implement the Barry Road streetscape enhancement project	Capital Project	Public Works	2005
X. Initiative: Improve vehicular and transit circulation in the Northland			
A. Implement a system for prioritizing transportation improvements in the Northland	Policy Project	Public Works, MDOT, MARC, KCATA	2000
B. Identify projects and develop design drawings and a phasing plan to complete gaps in the east-west collector and arterial system south of Barry Road. Include one example of a fully developed "transit corridor," coordinated with implementation of the KCATA's *Northland Public Transportation Study*	Capital Project	KCATA, Public Works	2000
C. Implement projects to complete the gaps in the east-west collector and arterial system south of Barry Road	Capital Project	Public Works	2005
D. Improve bridge capacity through multi-modal physical improvements and an "intelligent transportation system"	Capital Project	MDOT, MARC, Public Works	2005
E. Improve vehicular circulation from the downtown to the Broadway, Heart of America, and Paseo Bridge to make it easier to drive between the Urban Core and the Northland	Capital Project	MDOT, MARC, Public Works	2005
F. Implement the Kansas City Area Transit Authority (KCATA)'s *Northland Public Transportation Study*, especially the recommendations related to Transit Centers and Feeder Routes	Capital Project	KCATA, MDOT	2005
G. Extend light rail to north of the Missouri River and link to regional and collector bus service including park-and-ride Over the long term, extend light rail or other form of technology to the KCI Airport	Capital Project	KCATA, MDOT	2005+

Chapter One: Building on Our Strengths - The Northland Today

The Northland is a dynamic area of great size, complexity, and diversity. Existing development ranges from older, established neighborhoods and industries near the Missouri River to newer subdivisions, shopping centers, and office complexes along freeways and arterial highways. Regional activity centers such as the Kansas City International (KCI) and Downtown Airports, Metro North Mall, and Worlds of Fun Amusement Park are located in the Northland. Expanses of undeveloped land, largely in agricultural use, provide a sharp contrast to the urbanized areas. Much of this land possesses great natural beauty - rolling hills and fields, wooded stream corridors, and tree-lined country roads. Although the scope of the Northland Plan is technically limited to Kansas City, MO north of the Missouri River within Clay and Platte Counties, other communities such as Gladstone, Liberty, North Kansas City, Parkville, and Riverside are an essential part of the fabric of the Northland and must be considered in the planning process.

The Northland has a diverse landscape.

The Northland is socially, economically and physically diverse. Its people represent all age groups and walks of life and have a wide range of incomes. The Northland's varied housing stock ranges from apartment buildings and modestly priced single-family homes to more expensive houses in newer subdivisions. In 1990, the median household income was $36,238 while the median value of housing was $69,534. (This compares to $26,700 and $56,100, respectively, for Kansas City, MO as a whole.)

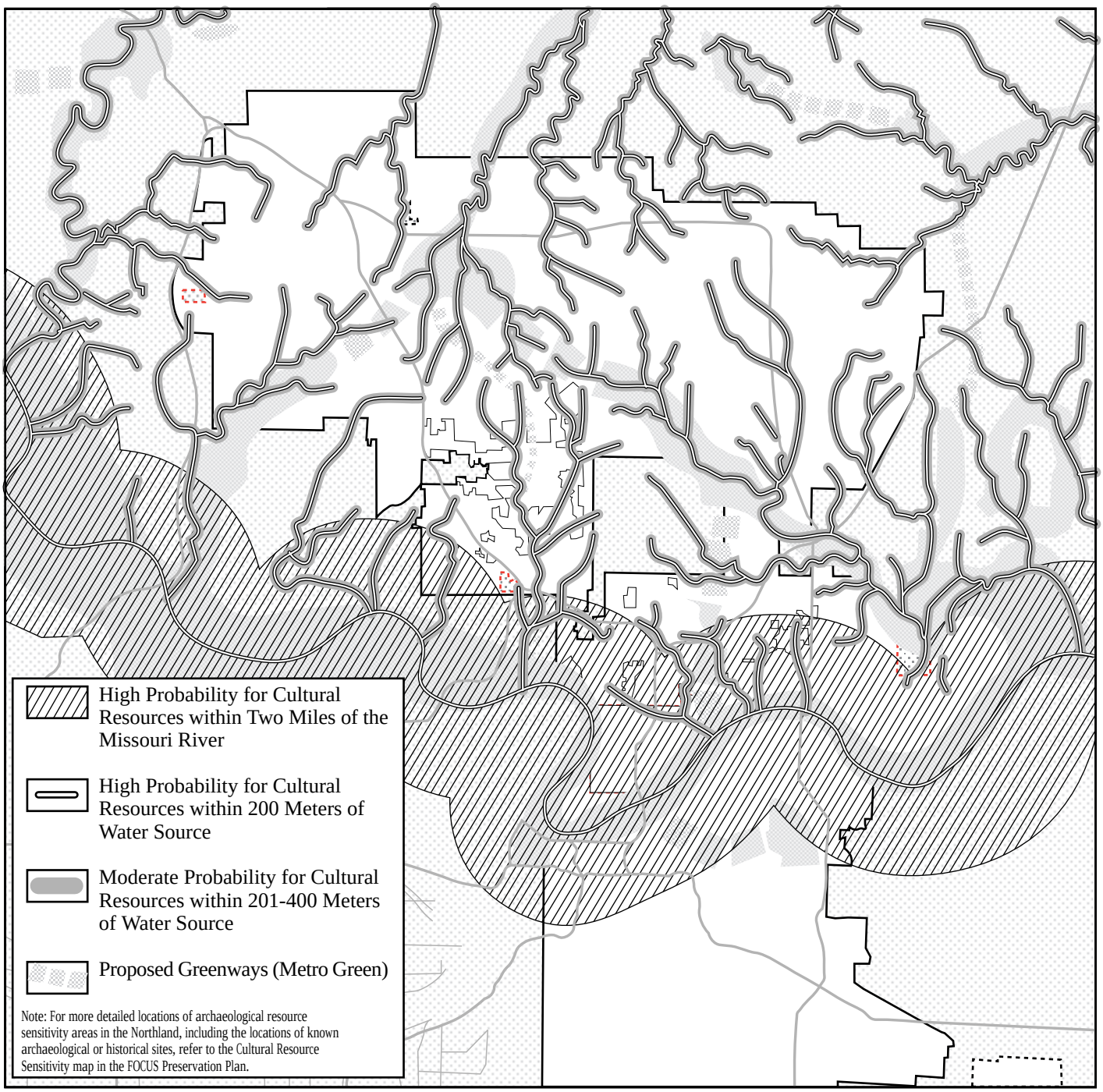
In considering the future of the Northland, a dynamic area of growth and change within a major metropolitan region, the Northland Work Team addressed a wide range of challenging issues. To provide context for the recommendations presented in later chapters of the Plan, this section summarizes some of the key existing conditions, trends, and issues that characterize the Northland today. These conditions are evaluated in the context of the four framing themes established early in the planning process:

- The Role of the Northland in the Kansas City Region
- Land Use and Development
- Transportation and Infrastructure
- Neighborhoods and Community Identity

A. THE ROLE OF THE NORTHLAND IN THE KANSAS CITY REGION

The Northland is truly a unique area in Kansas City and the metropolitan region. It has a rich history dating back to the Native American people, who occupied temporary hunting campsites in the uplands along the Missouri River as early as 12,000 to 5,000 B.C. Archaeological evidence indicates the emergence of horticulture and permanent villages during the period 1,000 B.C. to 1 A.D., with a succession of Native American cultures maintaining an active presence in the region until Euro-American settlement. Map 2 delineates major archaeological resource areas in the Northland. Clay County was first settled by white pioneers in 1818, while the area that would become Platte County remained as Native American territory until the Platte Purchase of 1837.

[1] Also shown on this map are the locations of major greenway corridors proposed by Metro Green, demonstrating the importance of this initiative to archaeological resource preservation.



Map 2.
Archaeological Resource Sensitivity Areas in the Northland

Despite its long history, the Northland is a relatively recent addition to Kansas City, having been acquired as part of the City's ambitious plan of annexation from the 1940's through the 1960's. The Northland's "First Annexation" on January 1, 1950 consisted of 19.7 square miles in Clay County; subsequent annexations in 1959 and 1962 brought the total area of Kansas City in Clay County to 93 square miles. In 1962, the City annexed an additional 66 square miles in Platte County, increasing the area of Kansas City north of the Missouri River to approximately 159 square miles.

Agricultural land in Birmingham Bottoms

At the time of the 1950's and 1960's annexations, the Northland was a predominantly rural area. Prior to the early 1950's and the opening of the Chouteau and Paseo Bridges to traffic, only one vehicular bridge - the Armour-Swift-Burlington bridge connecting Kansas City with North Kansas City - spanned the Missouri River. Before 1970, development was concentrated in the area from Gladstone to the River, with the remainder of the Northland largely in agricultural uses. Subsequent development has transformed the face of the Northland, with the completion of the interstate highway system and the KCI Airport in the 1970's being major contributing factors. Nevertheless, fully two-thirds of the Northland (109 square miles or almost 70,000 acres) remains undeveloped.

Today, the Northland plays a dual role in Kansas City and the region as a whole (Map 3). It is both:

- a burgeoning suburban development area, with many residents commuting to jobs in the Urban Core and other regional employment centers; and
- an employment center in its own right, not only for Northlanders but also for residents of the Urban Core and other parts of the metropolitan area.

In addition, the Northland represents Kansas City's major opportunity for future growth, with over 75 percent of all vacant land remaining in the City.

Key Issue: How can the Northland's connections to the rest of Kansas City be reinforced?

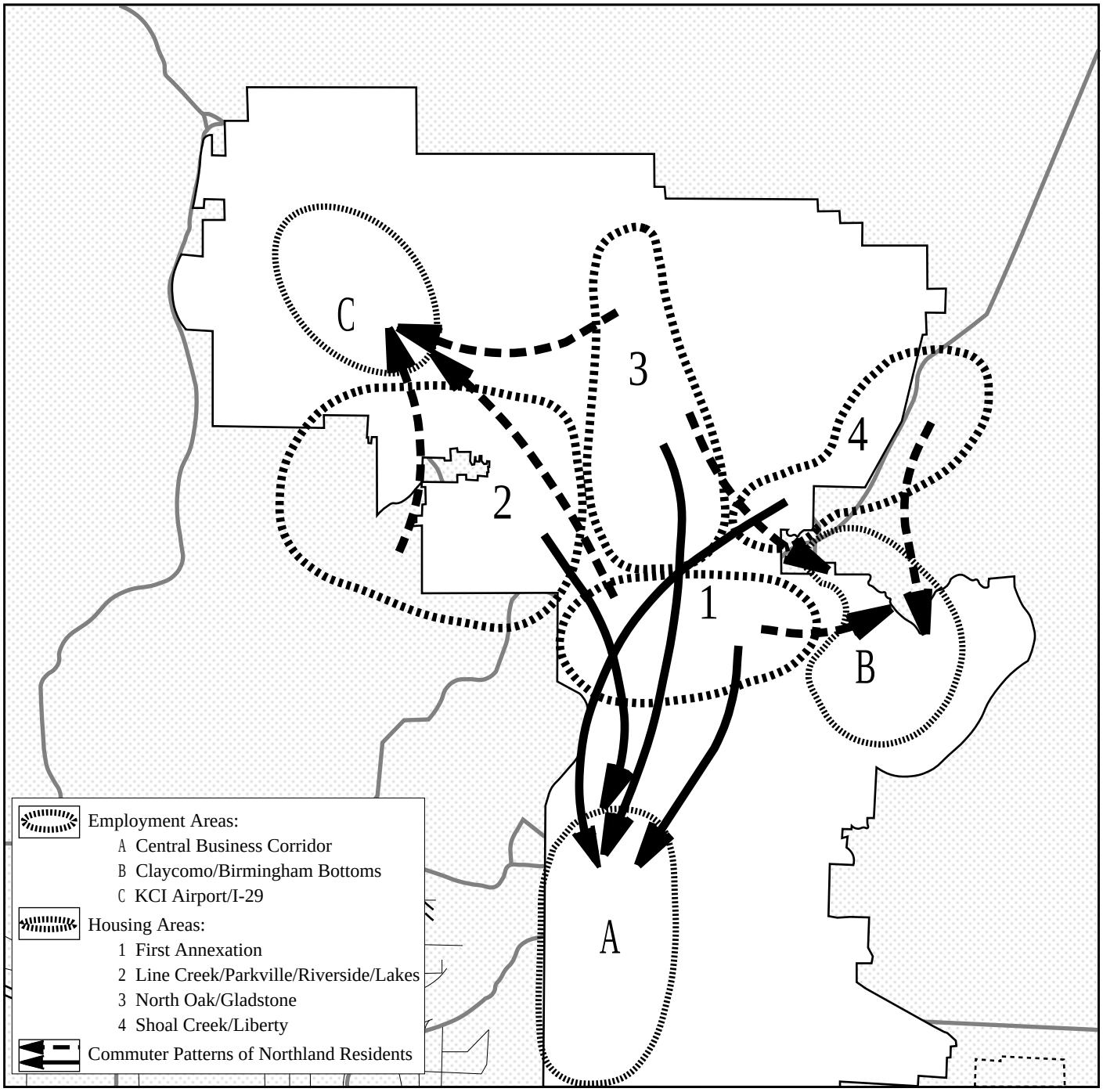
With respect to the rest of Kansas City, the Northland has a tradition of independent living derived from its past as part of rural Clay and Platte Counties, the residual effects of the annexations, and the historic barrier formed by the Missouri River. An important issue for Northlanders is the concern that the area does not receive a proportionate return on its tax dollars in terms of City investment in infrastructure and services north of the River. Nevertheless, most Northlanders recognize - and this Plan affirms as a fundamental principle - that the future of the Northland is inextricably linked to the future of the rest of Kansas City. Improving physical and human linkages between North and South will strengthen both areas and contribute to building an interconnected Kansas City for the twenty-first century.

Economic Development

Although it is sometimes perceived as a "bedroom community," the Northland's role in the Kansas City region is also derived from its growing employment centers. In his 1991 book *Edge City: Life on the New Frontier*, Joel Garreau identified the KCI Airport area as an emerging "edge city." His definition of an edge city is an area that:

- has 5 million square feet of leasable office space;
- has 600,000 square feet of retail space;
- has more jobs than bedrooms;
- is perceived by the population as one place; and
- was nothing like a "city" as recently as 35 years ago.

Garreau identified the College Boulevard/Overland Park area in Johnson County, Kansas as the Kansas City metropolitan region's only established edge city. With 2.3 million square feet of leasable office space in the greater Northland area (1.5 million square feet within the Kansas City municipal limits); more than one million square feet of retail space; more than 5,000 office jobs in the KCI Airport/I-29 corridor alone and more than 17,000 industrial jobs within the City limits north of the River; a distinct identity as "the Northland," and a history of recent development, the Northland is clearly close to meeting Garreau's criteria.



Map 3.
Dual Role of the Northland

Employment centers in the Northland include established industrial areas along the Missouri River, both inside and outside Kansas City, and the emerging KCI Airport/I-29 corridor, the major center of office activity. The office market along I-29 near the Airport has boomed in the 1990's as 20 new firms have located in the area, improving from a 50 percent vacancy rate in 1990 to a 5 percent vacancy rate in 1995. The Airport itself is a major source of employment, with approximately 6,900 direct, 3,100 indirect, and 8,800 induced employees, generating an estimated $3.3 billion in economic activity.[1]

The KCI Airport is a major economic asset for the Northland and the Kansas City metropolitan region as a whole.

The Birmingham Bottoms area is the primary industrial area within Kansas City limits north of the River, with substantial capacity for development and employment growth. The Northland Park is the area's largest industrial park. Only about 200 of the approximately 2,200 acres within this development are occupied; another 180 acres are served by roads and utilities, of which 148 acres are currently available.

According to City data and maps, approximately one-half of the total land in the Northland Park is currently capable of being served with utilities. Using typical industrial Floor Area Ratios (FARs) and square footage per employee standards, 1,000 acres could accommodate approximately 8.7 million square feet of development and 20,000 employees.

The casino industry is another contributor to employment growth in the Northland. In 1997, regional casinos are estimated to employ approximately 7,000 persons, with average wages of approximately $20,000.

[2] Direct employees are employed at the KCI Airport. Indirect employees are employed in hotels and motels in the vicinity of the Airport. Induced employees work in the Airport vicinity for businesses that support direct and indirect operations. The number of induced employees was calculated using a standard industry multiplier.

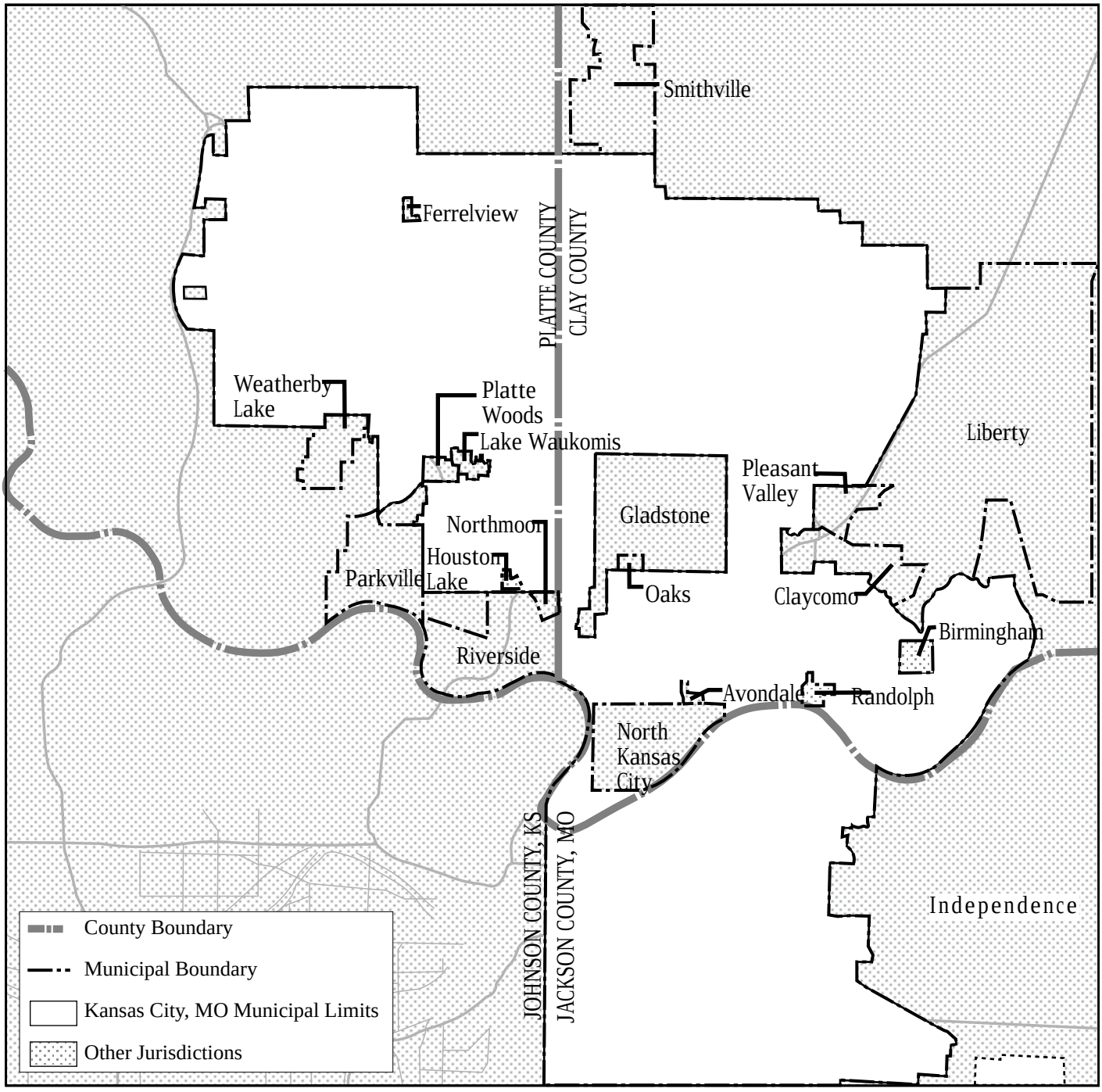
Key Issue: How much employment should the Northland support in the future, and in what locations?

It is clear that the KCI Airport/I-29 corridor will continue to develop as an important employment center in the Northland. The relatively undeveloped Birmingham Bottoms area has the potential to augment established industrial centers such as Claycomo, North Kansas City, and Riverside. Retail/ commercial areas such as Liberty, Northtown, Metro North, Antioch, and Parkville will continue to provide local centers of employment. Nevertheless, the question arises as to how much and what types of employment should be promoted elsewhere in the Northland. This question raises issues such as effects on residential areas, balancing jobs and housing as part of a regional land use and transportation strategy, and the relationship to employment in the Urban Core. Another issue of concern is the long-term viability of the gaming industry and its effect on the Northland economy.

Downtown North Kansas City

Inter-Jurisdictional Context

Kansas City north of the River is only part of the greater Northland area. This area includes Clay and Platte Counties and over 20 separate, incorporated municipalities, some of which are entirely surrounded by Kansas City proper (Map 4). Incorporated municipalities in the Northland include older cities formed in the nineteenth and early twentieth centuries, such as Liberty and North Kansas City, and 14 entities (including Gladstone) that incorporated between 1950 and 1960, presumably in response to Kansas City annexations north of the Missouri River. The Northland's identity is partially linked to incorporated cities such as Liberty, Parkville, and North Kansas City, whose traditional downtowns provide attractive centers of activity for the Northland community. In some cases, parts of Kansas City are perceived to be within these smaller communities. This perception is further reinforced by school district boundaries that do not coincide with municipal limits.



Map 4.
Interjurisdictional Context

Key Issue: ***How can Kansas City work with other incorporated municipalities to achieve the aspirations for the Northland?***

Many potential Plan initiatives, such as transportation improvements, enactment of consistent development standards, and implementation of a regional greenway system, span jurisdictional boundaries. Active coordination with Kansas City's neighbors in the Northland will be needed to successfully implement these initiatives.

B. LAND USE AND DEVELOPMENT

Rate of Growth

Growth is a fact of life in the Northland. During the ten-year period from 1986 to 1995, the area averaged 1,200 residential building permits per year (Table 2 on page 30). Although Table 2 shows that the overall rate of residential development has been lower in the 1990's than the 1980's due to the abrupt end of the 1980's multi-family housing boom in 1988, single-family housing starts are at record levels. This reflects the Northland's emergence as the "best kept secret" in the Kansas City region: closer to the downtown and with more affordable housing than many other suburban areas; offering good schools, open space, and other amenities of suburban living. Increased commercial activity, including major development projects underway in the Barry Road corridor, is further evidence of the momentum of growth in the Northland. The multi-family housing market is also starting to reemerge, with two large developments breaking ground in 1996.

New residential development in the Northland

Table 2. Northland Building Permit Trends, 1980-1985

Year	Single-Family	Multi-Family	Total
1980	193	64	257
1981	167	64	231
1982	180	87	267
1983	341	299	640
1984	507	1,016	1,523
1985	624	596	1,220
1986	797	1,289	2,086
1987	748	1,404	2,152
1988	668	1,184	1,852
1989	499	34	533
1990	660	109	769
1991	711	43	754
1992	917	50	967
1993	589	64	653
1994	928	104	1,031
1995	1,096	112	1,208
Annual Avg. 1980's	**472**	**604**	**1,076**
Annual Avg. 1990's	**817**	**80**	**897**

"Vital statistics" related to the rate of growth in the Northland include:

- From the mid-1980's to the mid-1990's, the Northland's annual share of residential building permits issued in Kansas City, MO ranged from approximately 45 to 80 percent. During the same 10-year period, the Northland's annual share of residential permits issued in the metropolitan Kansas City region was between about 10 and 20 percent. In 1995, more permits were issued in the Northland than in traditional market leaders such as Overland Park, Lee's Summit, and Olathe.

- The population of the Northland was 93,913 in 1990. The Mid-America Regional Council (MARC) has developed future population and household projections for the Northland region as a whole. These figures suggest that roughly 24,000 to 27,000 households might reasonably be expected to be added to Kansas City North between 1990 and 2020.[2] Assuming an

average size of 2.48 persons per household, this increase would result in a population of between approximately 150,500 and 158,000 in 2020 (60 to 68 percent greater than in 1990).

- The majority of residentially zoned land outside of agricultural districts is zoned either R-1a (7,500 square foot minimum lots) or R-1b (6,000 square foot minimum lots), allowing maximum densities of five to six lots per acre discounting street rights-of-way. Assuming an average density of four units per acre for future development, 6,000 to 6,750 acres will be required to accommodate the projected increase in households in the Northland by 2020.

- Approximately 20,000 to 25,000 of the 70,000 acres of vacant land in the Northland are 1) located within 3,000 feet (slightly over one-half mile) of an 8-inch or larger water main and 2) located within a watershed served by interceptor sewer.

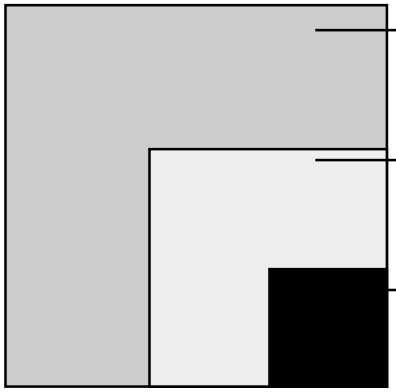
Key Issue: The Northland has an ample supply of vacant land to accommodate projected growth demand for the foreseeable future.

Even if MARC's growth projections are doubled, residential development by the year 2020 would consume at most 20 percent of vacant land in the Northland. (There is expected to be much less acreage developed for commercial and industrial uses because these uses consume less land than residential development in the Northland.) As demonstrated by the above statistics, the projected development could easily be accommodated on vacant land with access to public water and sewer at this time.

Key Issue: The quality of growth is more important than the rate of growth.

While the opinions of individual members of the Northland Work Team regarding a desirable rate of growth for the Northland vary from much slower to much faster than the current rate, there is strong consensus that "how growth happens" is more important than "how much growth occurs."

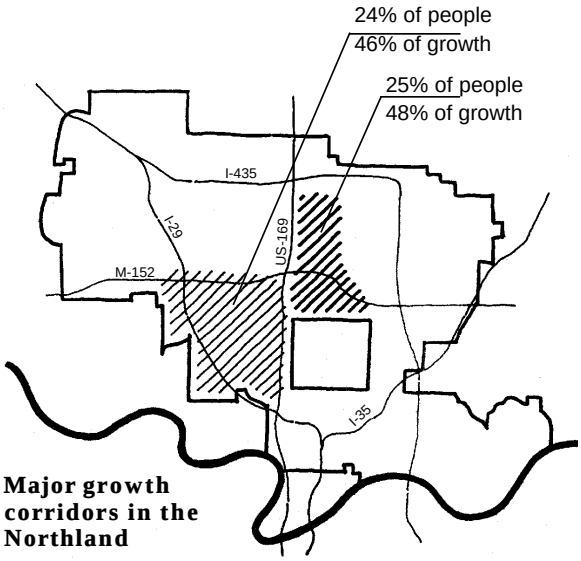
[3] The actual number could vary based upon future market conditions, City policies regarding infill development, sewer and water provision, etc., and other currently unforeseen factors that could affect development patterns.



*within 3,000' of a water main and located within a watershed served by interceptor sewer

Pattern of Growth

Since 1980, growth in the Northland has been concentrated in two major corridors: northwest along I-29 between Riverside and M-152 and north along US-169/North Oak Trafficway between Gladstone and I-435. Between 1980 and 1990, these two areas experienced 46 and 48 percent of the growth in the Northland, although they represented only 24 and 25 percent, respectively, of the area's population in 1990. By contrast, the oldest developed area in the Northland (generally between Vivion Road and the Missouri River or North Kansas City) experienced a significant population decline of 15 percent during the same period, although it still represented 47 percent of the Northland's population in 1990.



Major growth corridors in the Northland

The implications of this trend are clear: a shift in investment from the established neighborhoods of the First Annexation northward into historically more rural parts of the Northland. This trend continues as development activity increases along I-29 from M-152 to the KCI Airport and in the I-35/I-435 corridor. In addition, commercial and residential development has been increasing in the northeastern corner of the Northland, immediately adjacent to Liberty.

Key Issue: ***The current pattern of new development is a fragmented one.***

Although new development is concentrated in growth corridors and in nodes at major intersections and along major arterials within these corridors, its pattern tends to be fragmented and disconnected. In other words, individual developments and land uses are typically isolated from each other.

Natural Resources, Parks, and Open Space

Natural resources, parks, and open spaces are important elements in the pattern of land use and development in the Northland. The area's natural resources have been shaped by the interaction of landform and water. Running from northeast to southwest through the Northland is a broad ridge of comparatively flat terrain separating the drainage basins of the Missouri and Platte Rivers. From this ridge, incised stream valleys, such as Shoal and Line Creeks, flow south to cut through the steep bluffs bordering the alluvial floodplain of the Missouri River. Spectacular views of the Kansas City skyline are available from these bluffs and other high points in the Northland, for example traveling south along US-169 and I-29. North of the ridge, less steeply cut stream valleys flow in a generally northward direction to the Platte River. The streams and drainageways that feed into them largely define the distinctive, rolling topography of the Northland.

The native vegetation of the Northland is a transition between tallgrass prairie and upland oak/hickory forest, with floodplain forest dominated by cottonwoods, silver maple, elm, and mulberry found in stream and river bottomlands. Because of the area's long history of agricultural and urban use, only remnants of natural vegetation remain. Together with steep slopes and floodplains, areas of natural vegetation in the Northland are largely concentrated along stream corridors. These corridors provide a host of environmental benefits, such as attenuation of flooding, water quality protection, habitat for wildlife, and scenic quality.

Road crossing at Line Creek

Existing park in the First Annexation area

The Northland's recreational resources include a system of parks and greenways serving the First Annexation area between Gladstone and North Kansas City, two regional parks (Hodge and Tiffany Springs), and various other community and neighborhood facilities. With the exception of some of the parks and greenways of the First Annexation, the Northland's recreational resources are isolated from each other. Although Kansas City has a parkland dedication ordinance in place, the land that is dedicated for recreation and open space in new subdivisions typically has no true public access or use, serving primarily as a physical or visual buffer. In many cases, this land is characterized by steep slopes or other constraints that limit its use and can cause maintenance problems for the Parks Department (e.g., erosion/stormwater control). Moreover, the ordinance allows the developer rather than the City to decide whether land or a cash payment will be used to fulfill the dedication requirement.

Several studies, dating back to the Kansas City Parks and Recreation Department's 1964 *Plan for Parks, Boulevards, and Parkways*, have recommended development of an interconnected system of parks and open space in the Northland. This concept was reinforced by a 1979 plan prepared by the American Institute of Architect's Kansas City Regional/Urban Design Assistance Team and by updates to the Parks Plan prepared in 1983 and 1993. *Metro Green*, a 1991 Community Assistance Team Project of the American Society of Landscape Architects, developed a concept for parks and open space in the Northland as part of a regional greenway system serving the entire Kansas City metropolitan area.

The Parks Plan proposes development of a looped parkway system as the major organizing element for open space. Only six of 125 miles of parkways and boulevards proposed for the Northland have been completed or are under construction.

Key Issue: How can land be set aside for parks and open space as the Northland develops?

Open land - rolling hills and wooded valleys - is highly valued by Northlanders for its contribution to the Northland's character. Establishing a system of open space and greenways is essential to maintaining something of that character as the Northland grows. In addition, there is a need for sensitive development that conserves and integrates the best features of the landscape into the pattern of land use.

Design of the Public Realm

Parks and recreational facilities are part of the public landscape, another important component of the pattern of land use and development in the Northland. The physical design of parks, schools, major roadways, and other public facilities helps to define community character as it is perceived by residents and visitors to the Northland. Kansas City has a tradition of extraordinary urban design: the visionary parkway and boulevard system laid out by George Kessler, the graceful neighborhoods developed by J.C. Nichols, and the elegant Country Club Plaza are prime examples. However, this legacy is mostly lacking in the Northland, which as it develops resembles typical suburban communities throughout the United States.

Key Issue: A higher standard of design should be applied to the public environment.

With a few exceptions, the public landscape of the Northland has not been designed to a high standard of quality. An opportunity exists for the public sector to set an example for private development in establishing a higher quality human environment in the Northland. Parkways and boulevards, landscaped arterials, fountains, and works of art are examples of design elements that could reinforce the Northland's visual identity and help tie it to the rest of Kansas City.

C. TRANSPORTATION AND INFRASTRUCTURE

This unimproved east-west roadway is typical of the Northland's existing roadway system.

Transportation

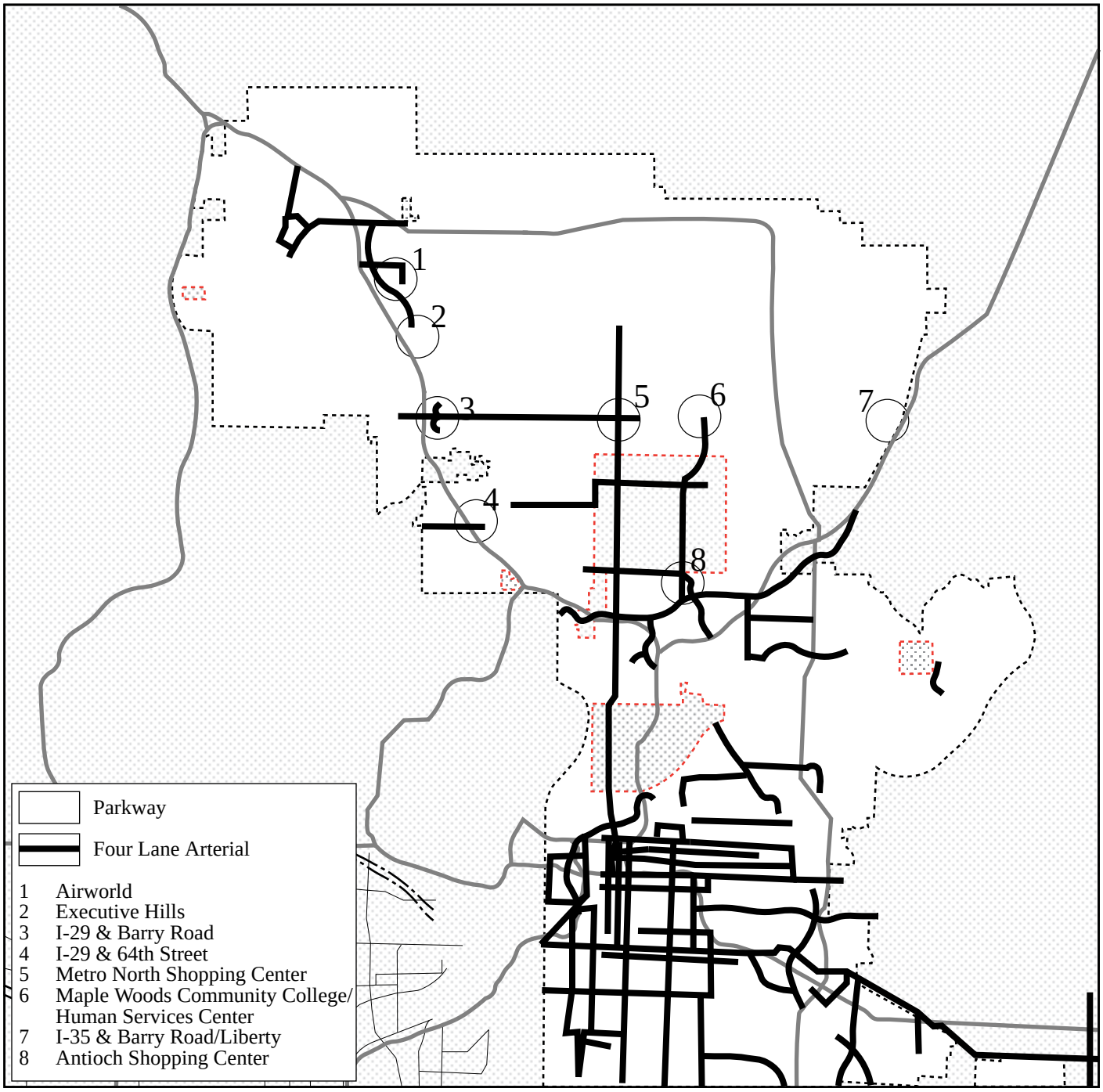
The Northland's roadway system has been shaped by the predominantly rolling terrain dissected by often steeply sloping stream valleys. In contrast to the flatter terrain of Johnson County, which facilitated development of a more complete section line road network prior to urbanization, the north-south grain of the Northland's landscape has hampered the development of east-west roadways. Developing an adequate roadway system that keeps pace with development is key to minimizing congestion and maintaining quality of life as the Northland grows. Specific issues include:

- The limited access freeway system serving the Northland is excellent. However, the diamond design typical of the existing freeway interchanges, often in close proximity to rapidly developing frontage roads, is causing congestion problems in some locations.

- Currently, over 250,000 cars per day cross one of the five bridges over the Missouri River. The Broadway, Heart of America, Paseo, and Chouteau bridges are currently at or above traffic volume design capacities. Because of the lack of signage, it is also difficult to locate bridges to access the Northland from the Urban Core.

- The arterial system is less well developed than the freeway system, in particular lacking east-west connectors. The Northland has only 2.6 miles of arterials per 10,000 residents plus employees, compared to 4.3 arterial miles south of the River (Map 5).

- The Northland lacks a continuous system of north-south and east-west secondary arterials and collector streets in support of primary arterials such as Barry Road. The developing pattern of residential subdivisions intersecting directly with primary arterials creates interruptions in traffic flow, thus causing congestion. The lack of connections between individual developments further contributes to congestion by increasing traffic on arterial roadways.



Map 5.
Disjointed Arterial Network

- Arterials such as North Oak Trafficway, Antioch Road, and Barry Road support or are developing a pattern of strip commercial development with numerous traffic signals, conflict points, and increased congestion. Major shopping centers, such as Metro North, located at freeway to arterial interchanges or arterial to arterial intersections compound this problem by requiring the interchange or intersection to serve both major through and concentrated local traffic.

Commercial development along North Oak Trafficway

- Prior to 1996, Kansas City was the country's largest metropolitan region in compliance with air quality standards set by the Environmental Protection Agency. In the summer of 1996, regional air quality exceeded federal standards for the first time. With the current trend in development patterns in the Northland, vehicle miles traveled will increase and further contribute to air emissions in the Kansas City region.

- The relative lack of public transit service limits mobility for the young, old, and those that cannot afford an automobile. Public transit within Kansas City is provided by the Kansas City Area Transportation Authority (ATA). The ATA has a total of 10 routes serving the Northland. These routes provide a traditional radial or spoke-type design, focusing on the center of Kansas City. East-west service is inadequate. Because of relatively inexpensive parking downtown and low congestion levels, park-and-ride has experienced mixed success in the Northland. Reverse transit commuting to the Northland has also been relatively unsuccessful because there is no distribution service once the transit riders reach their destinations. Even though there are an increased number of service worker jobs in the casinos and other Northland businesses, current density levels are such that transit service is difficult to provide.

68th Street near US-169 is an example of development occurring prior to construction of the road improvements needed to support it. Road projects in developed areas are more expensive due to the need for utility relocations, regrading, etc.

Key Issue: Large sums of money will be required to fund the level of roadway improvements necessary to adequately support existing and new development.

The obvious question is: where will the money come from? The slow pace of implementation of programmed improvements such as M-152 and the City's arterial system underscores the need to identify new funding mechanisms for construction of major roadways.

Key Issue: Few alternatives to automobile use exist for Northland residents.

The Northland is an overwhelmingly automobile-oriented community. Almost all trips are by car; few people have the opportunity to walk or ride bikes to school, a park, or a local store. Public transit provides limited options for Northland residents commuting to the downtown (who must rely on increasingly congested bridge crossings) or for Urban Core residents who wish to commute to jobs in the Northland.

In March 1997, the ATA and Northland Transportation Committee completed the Northland Public Transportation Planning Study. *This study proposes a framework for an enhanced bus and paratransit system to serve the social service, employment/economic development, education, health care, and recreation needs of Northland residents.*

Pedestrian and bicycle travel is difficult in the Northland due to the limited facilities available. There is no formal bicycle system and only some recreational paths. In the early 1990's, Kansas City participated in development of a regional bicycle plan by the Mid-America Regional Council but currently lacks an approved bicycle plan. Current street standards do not safely accommodate the bicyclist as new roads are constructed. Basic pedestrian facilities along arterials and local streets in the Northland are

either totally lacking or are provided as narrow attached sidewalks adjacent to high volume/high speed traffic lanes. Connections between home and transit, schools, or shops are also nonexistent in newer neighborhoods.

Key Issue: The Northland's multi-modal transportation systems are essential to sustain its employment centers.

The airport's location in the vicinity of I-29, I-435, and M-152 is a major economic asset, supporting multi-modal transfer of goods between airplanes and trucks. The convergence of I-435, M-210, M-291, and an extensive rail network provides a similar advantage for Birmingham Bottoms. An improved arterial road network will be needed to support continued economic growth. In addition, rail access would enhance multi-modal operations at the airport.

Public Utilities

The major public utility systems of the Northland - water, sewer, and stormwater drainage - are managed by the City's Water Services Department. Like the roadway system, public sewer and water lines are unevenly developed in the Northland. Although most of the Northland has access to sewer trunk lines and water distribution mains, significant areas remain without service, particularly in undeveloped locations outside of the major growth corridors (Map 6). Moreover, some older neighborhoods lack public sewer or adequate water lines. Currently about 2,300 residences (more than six percent of the households in the Northland) rely on on-site septic systems.

Adequate storm drainage facilities, ranging from storm sewers to channel and floodplain improvements, also need to be provided for established and developing areas. These facilities should be planned so as to complement the roles of natural resources (e.g., stream corridors and floodplain areas) in flood control and water quality attenuation. The stormwater management functions of the Water Services Department include basin planning, flood mapping, control of non-point source runoff, and construction and maintenance of local drainage improvements. Preparation of a storm drainage study is required for each new development, along with measures to accommodate stormwater flows generated by the development. However, some older Northland neighborhoods are served by inadequate storm drainage systems.

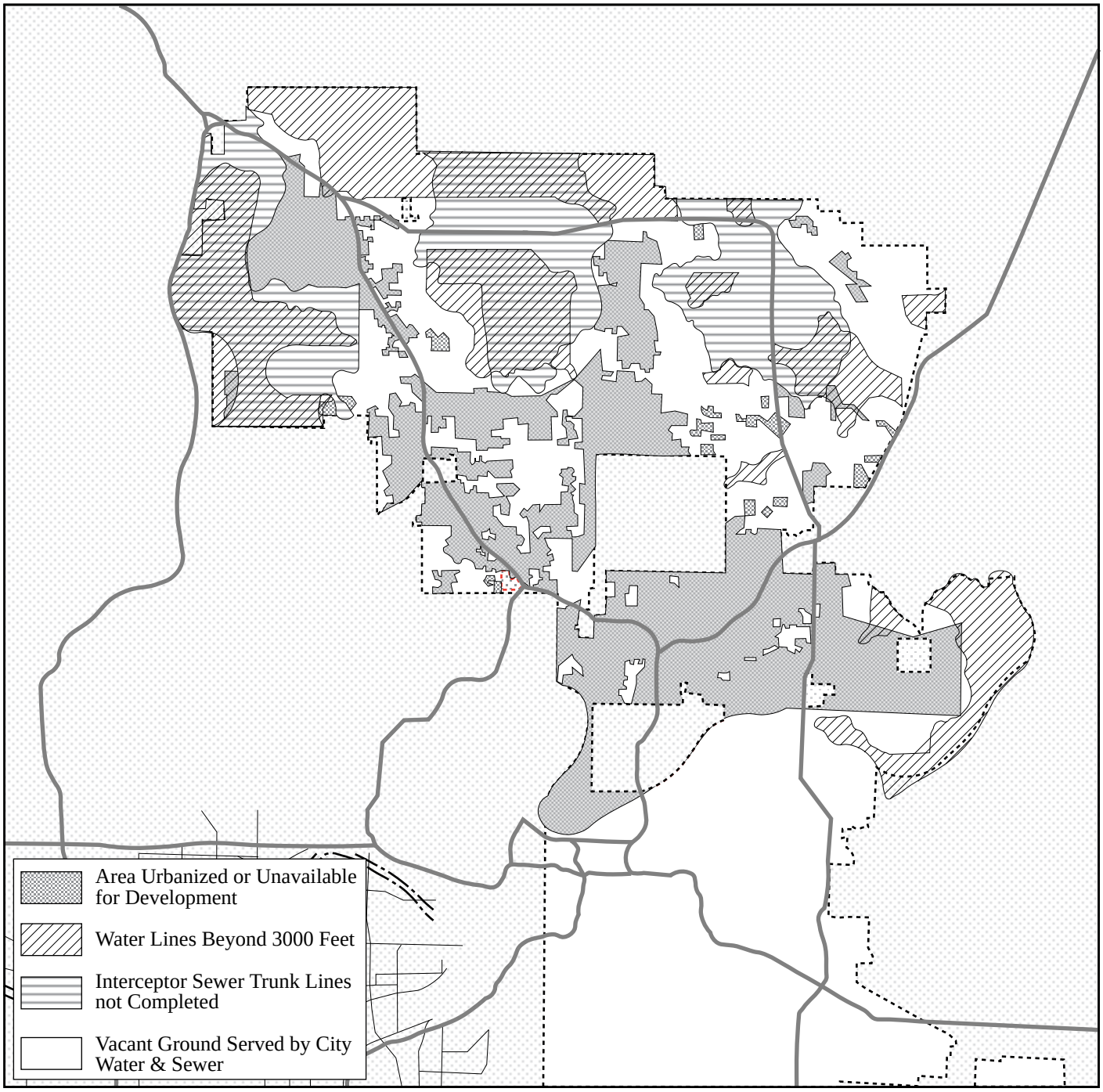
Key Issue: ***To what extent should public infrastructure investment be concentrated in areas of existing versus future development?***

Vacant land in Line Creek Valley

The Northland's incomplete roadway and public utility systems, steep topography, and fragmented ownership have contributed to a piecemeal land use pattern in which large tracts of vacant land exist side-by-side with development in growth corridors like the Line Creek Valley. These areas have significant capacity to absorb projected growth in the Northland for the foreseeable future. Nevertheless, pressure is increasing to extend public infrastructure into undeveloped areas outside of the major growth corridors. This issue is highlighted by: 1) the 1996 Water Bond Election, which approved capital funding to both improve water service for existing development and extend transmission lines into undeveloped areas; and 2) the extension of sewer lines through Hodge Park into undeveloped parts of the Shoal Creek Valley, potentially creating opportunities for "leap frog" development.

Key Issue: ***Funding is needed not only for new infrastructure, but also to maintain and upgrade existing infrastructure in older parts of the Northland.***

Maintenance is needed to ensure that older utility infrastructure continues to function properly, a task that can require expenditures near the levels of those required for new infrastructure. Further, as development occurs in areas served by older infrastructure, substantial upgrading may be necessary. An example is provided by areas currently served by rural water systems which, without increases in capacity, will not be able to provide adequate fire flows to support increased development.



Map 6.

Vacant Ground Compared to Utilities

D. NEIGHBORHOODS AND COMMUNITY IDENTITY

With a few exceptions, existing neighborhoods in the Northland are mostly residential subdivisions that lack the strong sense of identity found south of the Missouri River. In Kansas City south of the River, strong neighborhood identity reinforced by active organizations has been a positive force for change. Existing neighborhood organizations in the Northland include Northland Neighborhoods Inc., a community development corporation, and the Northland Leadership Group (an informal coalition of neighborhood groups).

Newer Northland subdivisions are inwardly focused and lack physical linkages to centers of community activity such as schools, parks, and neighborhood shopping centers (Map 7). Although the Northland as a whole contains activity centers with distinctive character - the downtowns of Liberty, North Kansas City, and Parkville are good examples - these centers are mostly located outside of City boundaries.

Schools and religious institutions are important focuses of community life in the Northland but are generally not associated with specific neighborhoods. Valued for the quality of education they provide, the region's school districts help to attract many families to the Northland. Six different school districts serve the Northland; of these, North Kansas City, Park Hill, and Platte City have schools located within Kansas City municipal boundaries. Seventeen of the schools are situated next to parks, suggesting the potential for concentrating public uses to create centers of community activity.

The Maplewoods Community College and adjacent Northland Human Services Center on Barry Road are significant resources for the Northland community. However, this notable destination is not served by public transit.

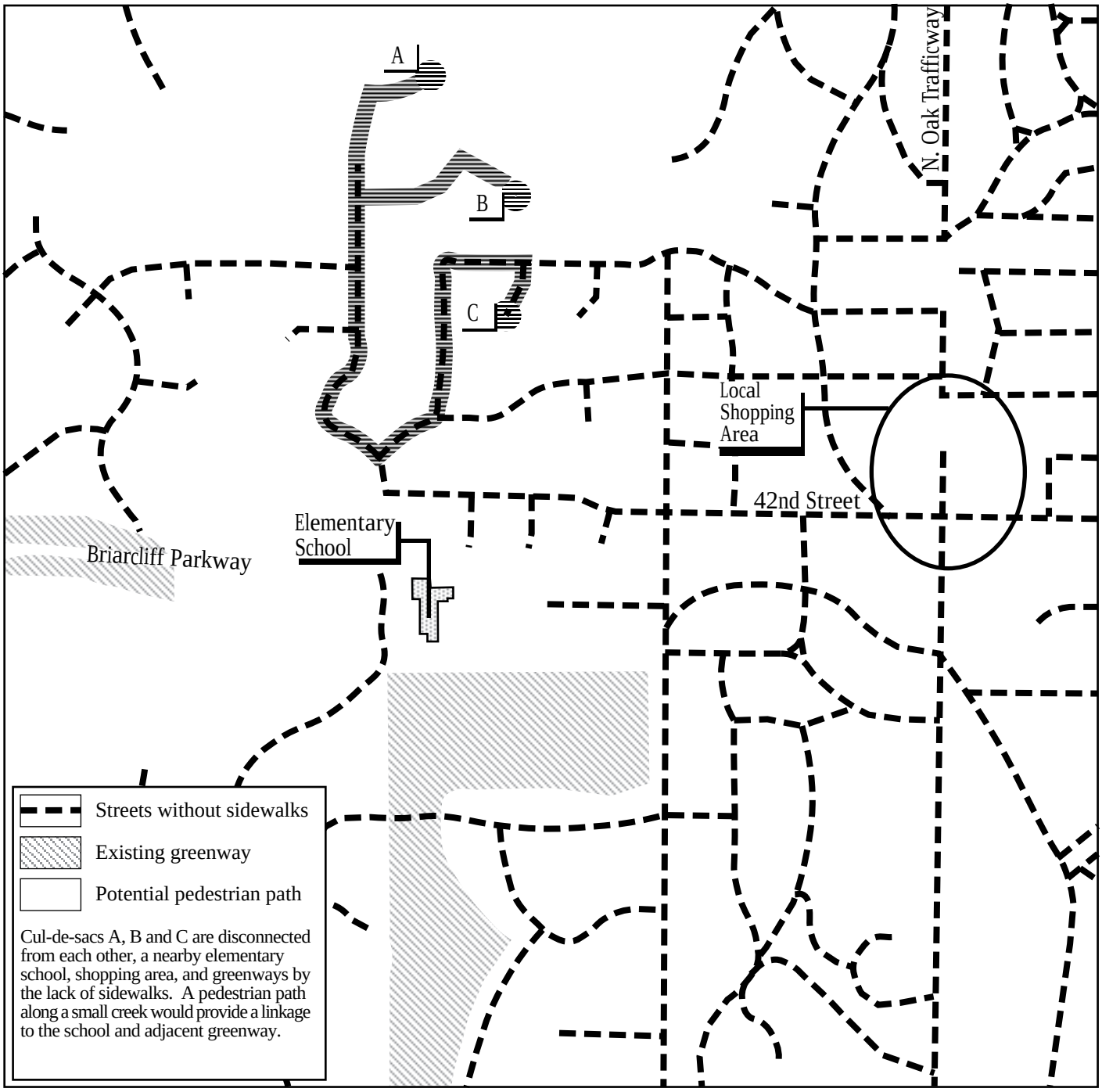
Northland Human Services Center

Key Issue: Public and private investment will be required to maintain the health of the Northland's older neighborhoods.

Many of the Northland's older neighborhoods are characterized by inadequate infrastructure, older housing, and a declining population. Yet these neighborhoods have great potential: the Northland's most complete park and greenway system, carefully planned and implemented in the 1950's, is located between North Kansas City and Gladstone. (This system does, however, need additional recreational facilities.) Significantly, the most active neighborhood organizations have developed in neighborhoods such as Gracemor where specific problems (drainage, need for code enforcement, etc.) have provided the impetus for action.

Key Issue: How can the Northland build a greater sense of neighborhood identity?

Approximately half of Northlanders live in areas developed since 1970. Recently developed suburban areas typically have less cohesive neighborhoods than established cities, and the Northland is no exception to this rule. While it is recognized that one of the Northland's strengths is its tradition of independent living, steps should be taken to foster a greater sense of neighborhood and community identity above the subdivision level.



Map 7.
Old Briarcliff/Claymont Neighborhoods
Lack of Pedestrian Connections

Chapter Two: Aspirations

As described in Chapter One, the Northland has many assets that will serve it well as it continues to grow in the future. Nevertheless, the current pattern of public and private development will not result in the Northland achieving its full potential as a great place to live, work, and play in the Kansas City region. In the worst case scenario, this pattern will result in a future of congestion, deteriorated older neighborhoods, increased costs for public services and infrastructure, and a diminished natural and visual environment.

An alternative future for the Northland is possible, one that can be achieved through proactive efforts by government and private citizens. The aspirations for this future have been crafted in terms of the four framing themes that have guided the planning process.

A. ASPIRATIONS

The Role of the Northland in the Kansas City Region

The Northland plays a dual role in the Kansas City region. It enjoys a unique local identity with a balance of neighborhoods, employment centers, and places for shopping, entertainment, and community activities. The Northland also maintains strong ties to and contributes to the vitality of the Urban Core.

The Missouri River could become a recreational greenway helping tie together Kansas City North and South.

Many of the Northland's residents work, shop, and take advantage of cultural opportunities south of the Missouri River. The Northland's ties to the Urban Core are reinforced by physical connections: landscaped boulevards, an active transit system, and the sharing of a greenway along both banks of the River. The riverfront and other Northland greenways along creeks, parkways, rail rights-of-way, etc. are part of a network of "green corridors" with recreational trails that connect the communities of the Kansas City metropolitan region.

Land Use and Development

The Northland's growth pattern is structured around clearly defined neighborhoods connected to each other and to a hierarchy of centers ranging from local shopping areas to regional commercial and employment hubs. Open space, greenways, and well-designed public facilities provide an organizing framework for development. A diversity of living choices is available to Northland residents, including thriving older neighborhoods and newer developments ranging from quality affordable housing to estate homes. The built environment is attractive and conserves scenic vistas and sensitive natural resources. The key elements of the landscape so revered by Northlanders - rolling topography, wooded stream corridors, and other scenic features - have been preserved within the fabric of development.

The development pattern has been realized by working to achieve a defined standard of quality rather than a particular rate of growth. The public and private sectors have formed partnerships to achieve the desired pattern.

Transportation and Infrastructure

The Northland has a multi-modal transportation system that supports public transit, pedestrians, and bicyclists as well as the automobile. A continuous, interconnected system of freeways, parkways and boulevards, arterials, and collector streets has been developed to serve existing and new development. This system has been financed through a blend of federal, state, county, road district, city, and private developer funds. The system is coordinated with the overall pattern of land use and em-

ployment so as to minimize traffic congestion and is integrally connected to the southern part of Kansas City.

Older neighborhoods have been stabilized by having their needs for basic infrastructure such as public water and sewer met. Logical extensions of existing roads, sewer, and other infrastructure are available to serve contiguous new development as it comes on line. Infrastructure improvements are funded through innovative mechanisms that equitably distribute costs between present and future residents and businesses.

Neighborhoods and Community Identity

The Northland has a strong sense of community with residents who are actively involved in neighborhood issues. Public and private facilities and organizations such as schools, parks, libraries, churches, and local shopping areas are focuses of community activity at the neighborhood level. Streets, sidewalks, and pedestrian/bicycle paths provide linkages within and between residential neighborhoods and community-serving uses.

Pedestrian connection in a Northland neighborhood

B. INITIATIVES AND ACTIONS

A comprehensive series of initiatives and actions are proposed to bring about the desired future for the Northland. Implementing these initiatives and actions will require a coordinated effort and commitment of resources by all levels of City government as well as active partnerships with both public and private sector entities. The following types of actions will be needed:

- Integration of the FOCUS Kansas City and Northland Plan policies into the long-range planning and day-to-day operations of all City departments and political bodies
- Revisions to the City's development regulations
- Investment of City resources in a range of projects, including transportation, infrastructure, parks, and urban design
- Development of new funding sources, plus creative partnerships with other governmental agencies and the private sector to leverage the City's fiscal resources
- Coordination with other governmental entities, including local jurisdictions and state agencies, to achieve the policy objectives for the Northland
- Partnerships with developers to bring about creative new forms of development

To ensure effective implementation, strategic priorities need to be set in order to focus the City's resources on the actions that yield the greatest benefits in terms of achieving the plan aspirations. Appendix A contains additional detail regarding the prioritization of individual transportation improvement projects in the Northland.

The following text organizes the initiatives and actions proposed for the Northland according to the four overriding aspirations for the future:

1. Affirming the Northland's Role in Kansas City and the Region
2. Land Use and Development: Shaping Quality Places to Live, Work, and Play
3. Building a Transportation and Infrastructure System that Works
4. Enhancing Neighborhood and Community Identity

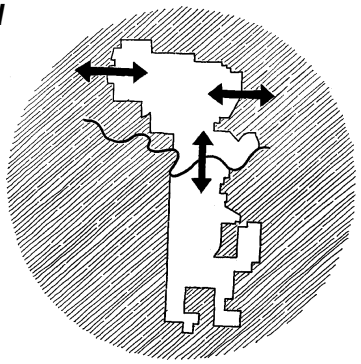
Because these four aspirations are so closely interconnected, there is inevitably some overlap in the initiatives and actions presented for each

one. Where appropriate, cross references are provided between individual actions. For further information regarding many of the proposed initiatives and actions, refer to Chapter IV (Applications).

1. Affirming the Northland's Role in the Kansas City Region

Initiative: Enhance connections between Kansas City, North and South

Kansas City as one community - joined rather than separated by the Missouri River - is a fundamental aspiration of the Northland Plan. To help turn this aspiration into reality, stronger connections should be established across the River. These connections include both physical linkages (e.g., adequate multi-modal crossings of the River and extension of the parkway and boulevard system into the Northland) and enhanced communications and programs to bring together residents of Kansas City, North and South.



Connections

Initiative: Implement the Northland's share of the "Metro Green" system

The Northland's portion of the Kansas City Metropolitan Greenway System (*Metro Green*), proposed by the 1991 Community Assistance Team Project of the American Society of Landscape Architects, Prairie Gateway Chapter, should be implemented through development of a system of greenway trails, parkways, and boulevards. This system will enhance internal connections within the Northland and help link it to the larger region. Bringing the system into reality will require a range of strategies, such as public acquisition, easement programs, and alternative development forms, implemented through coordinated public and private sector action.

Initiative: Promote development of the KCI Airport area and Birmingham Bottoms as employment centers to complement the Urban Core

The KCI Airport area and Birmingham Bottoms are important employment anchors, both for Northland residents and for employees residing in the larger region. Continued development of these areas should be promoted for their contribution to the employment strategies of the Human Investment Plan. Maintaining and supporting high quality job growth in these areas is critical to creating a vital, strong, and healthy local and regional economy, as well as to expanding the employment base of Kansas City. Also, the availability of high quality, well-paying jobs in Northland employment centers supports residential development.

Initiative: Recognize that the gaming industry will continue to have an impact on the Northland and the greater Kansas City area as the industry matures

Public civic opinion on the gaming industry continues to be mixed. Growth in the industry has had both positive and negative impacts. Gaming will continue to be a source of jobs and revenues to local jurisdictions over the short term. Long-term prospects are difficult to predict, however, as the industry has a tendency to be volatile and market share may decrease with additional competition. Other impacts include changes in employment patterns.

Initiative: Provide a range of quality housing choices in the Northland

The Northland has a vital role to play in accommodating quality suburban development in Kansas City. The availability of quality housing should be promoted at all levels, from estate housing to affordably priced homes. The Northland's large tracts of undeveloped land provide a unique opportunity for an innovative new residential "product" - one that offers a mix of housing styles and price ranges within individual developments while conserving open space.

Initiative: Coordinate with other Northland jurisdictions in implementing FOCUS Kansas City and the Northland Plan

Incorporated Kansas City within Clay and Platte Counties is inseparable from the many other jurisdictions (Gladstone, Liberty, North Kansas City, Parkville, etc.) that are also part of a vital subregion within the greater Kansas City metropolitan area. To implement the Northland Plan, Kansas City will need to work closely with the counties and other municipalities on initiatives and actions that span jurisdictional boundaries (e.g., the proposed greenway along the Missouri River).

Actions: Connection

- *Improve bridge capacity through multi-modal physical improvements and an "intelligent transit system" (ITS) (see "Building a Transportation and Infrastructure System that Works")*

- *Improve vehicular circulation from the downtown to the Broad-*

way, Heart of America, and Paseo Bridges to make it easier to drive between the Urban Core and the Northland (e.g., through improved directional signage)

- *Improve transit connections between the Kansas City North and South (see "Building a Transportation and Infrastructure System that Works")*

- *Actively involve Northlanders in the "Kansas City Spirit" program proposed by the Citizen Access and Communication Building Block*

- *Complete and implement the master plan for a shared greenway along both sides of the Missouri River, with path systems, recreational facilities, and bicycle/pedestrian river crossings*

- *In accordance with the Metro Green Plan, develop greenway trails along Line Creek, Shoal Creek, and other major stream corridors in and connecting to the Northland; are proposed by Metro Green, develop the greenway system to be interconnected through parkways and linkages across major drainage divides*

Actions: Economic Development

- *Build coalitions with Clay and Platte County economic development agencies and Chambers of Commerce to support economic development activities in the Northland. Support the needs of small as well as large businesses*

- *With economic development agencies and Chambers of Commerce, market the Northland as an affordable, desirable place to locate businesses and provide quality housing for all types of employees*

- *Work to retain existing businesses in the KCI Airport and Birmingham Bottoms areas, and support the development of complementary and supplier businesses*

- *In accordance with the Human Investment Plan strategies to "prepare the workforce for 21st century careers," take the fol-*

lowing actions to maintain and improve the Northland's workforce:

- *Work with Maplewoods Community College to provide worker training and retraining that meets the needs of existing and anticipated Northland businesses*
- *Work with local school districts and economic development agencies to develop programs providing "school-to-career" readiness in support of a skilled workforce for businesses in the Northland*

- *Establish a system of job-readiness training in FOCUS Centers*

- *Target public infrastructure investment to support economic development projects that provide jobs and expand the City's tax base*

- *Maintain and improve intermodal transportation - air, highway, river, and rail - to support economic activity*

- *Promote "reverse commuter" programs to make it easier for Urban Core residents to work in the Northland*

Actions: Gaming Industry

- *Recognize the impacts of gaming and address the gaming industry in future planning for the Northland*

Actions: Housing

- *Through zoning and other regulatory processes, provide opportunities for construction of a variety of household types in the Northland to shelter an economically and socially diverse population*

- *Work with the private sector to develop low-cost financing programs for the rehabilitation of existing housing stock in the Northland*

- *Target public infrastructure improvements to support established neighborhoods, particularly those with substandard service (see "Building a Transportation and Infrastructure System that Works")*

Actions: Inter-Jurisdictional Coordination

- *As part of the City management structure and financial management strategies recommended by the Governance Plan, develop a process for continuing coordination with Clay County,*

Platte County, and incorporated municipalities such as Gladstone, Liberty, North Kansas City, and Parkville to address issues of common concern, such as:

- *Roadway, greenway, and other projects that connect Kansas City with other jurisdictions*
- *Clay and Platte County's share of funding roadway improvements in Kansas City*
- *New development at the interface between Kansas City and other jurisdictions*

Quality Development

- *Joint promotion of economic development opportunities*

2. Land Use and Development: Shaping Quality Places to Live, Work, and Play

Initiative: Encourage a more compact, interconnected development pattern structured around existing development and defined centers

The current growth pattern in the Northland is one of isolated residential subdivisions and single-use commercial developments, resulting in a fragmented land use pattern that promotes congestion on major roadways. Public investment policies and incentives should be used to encourage infill in developed and developing areas, promote connections between developments, and define higher intensity, mixed use centers as focuses of land use, transportation, and community identity. "Leap frog" into areas that are not adjacent (contiguous) to existing development should be encouraged only for projects that implement specific objectives of the Northland Plan and FOCUS Kansas City, for example: creation of mixed use centers or multi-modal transportation facilities.

Initiative: Enact development standards to encourage "quality" development

The zoning and subdivision regulations should be enhanced to establish

clearer design standards and guidelines for new development. These standards should be designed to produce quality development and a more predictable approval process (as opposed to the case-by-case negotiation typical of the current approach). In addition, they should be linked with incentives for desired forms of development.

Initiative: Improve the development review and approval process to: 1) enhance local awareness and input and 2) create a "user friendly" climate that promotes quality development

Ways should be sought to more fully inform citizens of development proposals in order to make the City and the developer aware of the concerns of local residents. At the same time, City staff should develop a service orientation and seek ways to facilitate development proposals that meet the objectives of FOCUS Kansas City and the Northland Plan.

Initiative: Protect sensitive natural resources such as stream corridors, floodplains, woodlands, and steep slopes

Highly valued by Northlanders, natural resources contribute greatly to the character of the Northland and are critical to environmental functions such as flood control, water quality, and wildlife habitat. There are few remaining pristine hardwood forests, riparian habitats, prairie remnants, and other natural features left in the City. Special emphasis should be placed on maintaining and enhancing these special natural environments. Natural resources should be integrated into the fabric of the Northland as it develops, both at the macro scale (by maintaining a framework of greenway corridors) and at the site level (by encouraging preservation of sensitive resources within individual developments).

Initiative: Implement a comprehensive parks and open space system, structured around parks and recreational facilities; greenways; parkways, boulevards, and other landscaped roadways; and environmentally sensitive resources

Establishment of an interconnected system of parks, greenways, and other open spaces, implemented through coordinated public and private action, will help provide an organizing framework for future development in the Northland. The basic structure for such a system is set by the Parks and Recreation Department's 1993 *Plan for Parks, Recreation, Boulevards, and Greenways* and the 1991 *Metro Green* study.

Initiative: Implement an overall urban design concept establishing

aesthetic standards for public elements such as gateways, major roadways, signage, and public facilities and spaces.

The 1992 study, *A City Plan for Urban Design*, establishes an urban design concept for Kansas City as a whole. Application of this concept to the Northland should focus on reinforcing its identity as a unique part of Kansas City and on setting a standard of quality in design of the public realm for private development to follow.

Actions: Development Pattern

- *Provide fiscal and regulatory incentives to: 1) encourage re-investment in older, established neighborhoods (e.g., the First Annexation) and 2) promote infill and contiguous development*

- *Develop and implement a cluster/open space development option to help promote more efficient public infrastructure and services and preserve sensitive resources as open space*

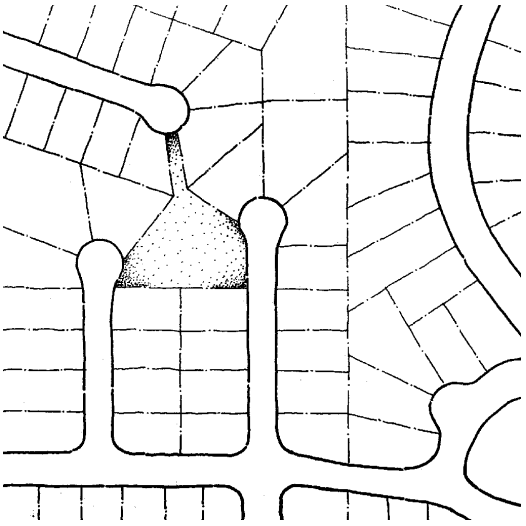
- *Identify locations for multi-modal, mixed use centers and implement regulatory mechanisms and incentives to encourage their development*

- *Through the area planning process, revise the Northland Plan's Future Land Use Plan to reflect a compact development pattern (i.e., higher density centers surrounded by lower density development in contrast to the "strip development" pattern typical of suburban areas). Ensure that future rezonings conform with the Future Land Use Plan*

- *Evaluate current zoning for conformance with the revised area plans. Consider rezoning where necessary to bring properties into conformance, combined with "sunsetting" provisions that phase the new zoning in over time*

- *Make future developments subject to sunsetting provisions that require a new review and approval process if an approved development is not implemented within a*

"Live-end" Street Concept: These three cul-de-sacs in a King County, Washington subdivision are connected by a wooded triangle that facilitates pedestrian access and increased social interaction among neighbors.
(Source: Mark Childs, Planning Magazine, May 1996)



certain time period

Actions: Development Standards

- *Adopt design standards for new development in the zoning/ subdivision regulations, together with a new site plan review process*

- *Provide flexibility in the application of engineering standards for subdivision roads and other site improvements where necessary to preserve natural topography and vegetation in the siting of new developments*

The Northland's natural and scenic resources should be inventoried.

Actions: Development Process

- *Make the public decision-making process more accessible to citizens, especially as it relates to development issues*

- *Work to improve management of development by the City Planning & Development Department through an enhanced service orientation, establishment of mechanisms to improve and streamline the development review and approval process, and improved enforcement*

Actions: Natural Resources

- *Implement regulatory mechanisms and incentives to minimize impacts by development on environmentally sensitive resources, such as floodplains, stream corridors, steep slope areas, woodlands, scenic views, and historic sites*

- *Complete a comprehensive inventory of significant natural, scenic, historic, and archaeological resources in the Northland. This inventory will be used as the basis for a land conservation program to protect identified resources and provide a framework for open space dedication*

Actions: Parks and Open Space

- *Using the 1993 Plan for Parks, Recreation, Boulevards, and Greenways as a starting point, work with the Parks and Recreation Department to identify and prioritize park and open space acquisition projects*

- *Work with adjacent jurisdictions to develop an interconnected greenway system (see "Affirming the Northland's Role in Kansas City and the Region")*

- *Improve development regulations to encourage private dedication of land that contributes to the overall parks and open*

space system, including incentives for cluster development and improvement to the parkland dedication requirement for subdivision platting

- *Develop a coordinated, public/private strategy to fund acquisition and development of the parks and open space system, including parkways*

- *Work with the Landmarks Historic Trust Corporation to use the conservation easement program to promote open space preservation by private landowners*

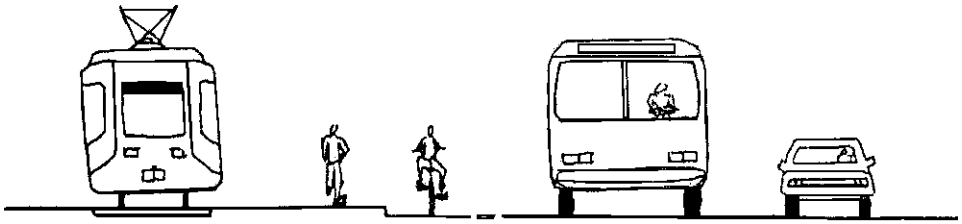
Actions: Public Urban Design

- *Develop important roadways leading to the Northland (Missouri River approaches and bridge crossings, the airport entrance drive) as "gateway entrances" with special design improvements*

- *Develop and implement aesthetic standards for roadways, bridges, government buildings, other public improvement projects, and private projects in the public view. Develop, implement, and enforce maintenance standards to ensure continued project integrity*

- *Communicate Kansas City's concerns regarding the aesthetic impact of federal/state highway projects to the Missouri De-*

partment of Transportation and work to achieve a higher degree of quality in state highway improvements in the Northland



Multi-Modal Transportation

- *Building on the examples of the Northland Fountain and Children's Fountain, seek opportunities to establish distinctive, accessible landmarks that contribute to the Northland's identity*

- *Develop a coordinated, attractive, informational and directional signage system throughout the Northland*

3. Building a Transportation and Infrastructure System that Works

Initiative: Implement a complete vehicular movement system, with an emphasis on serving existing developed/developing areas in the Northland

The Northland generally has excellent freeways but lacks a complete system of arterial roadways and collector streets. Major priorities include development of: 1) a complete system of primary (four-lane) arterials, particularly to accommodate east-west movement; and 2) a supporting network of secondary (two-lane) arterials and collector streets, to facilitate local traffic and permit diversion of local trips from the freeways and primary arterials. Because of limited funds, improvements should be targeted primarily to serve developed and developing rather than future development areas.

Access control is and will continue to be a major issue in the Northland. There needs to be a balance between providing traffic flow along the street system with adequate access to development. Arterial access should be at logical one-half mile spacing between signals to permit traffic

progression and continuous flow.

Initiative: Provide choice through multi-modal transportation in the Northland

A transportation system incorporating all modes of travel should be provided for the Northland: pedestrian, bicycling, transit, air, train, and automobile.

Transit: In accordance with the *Northland Public Transportation Planning Study*, enhanced transit service should be provided to increase mobility to jobs, health care, and meet other travel needs for residents who do not drive. Intensification of multiple activity centers as focal points would assist in the development of an overall transit system. Transit service south of the river needs to be cost competitive with automobile and parking costs.

Pedestrian/Bicycles: The Mid-America Regional Council has recently completed a plan for major bikeways in the Northland and the region as a whole. Implementation of this plan, supplemented by a secondary system of bike facilities along parkways, boulevards, and local streets, will result in an effective bikeway system in the Northland. Street standards should be updated to accommodate the bicyclist as new roads are constructed. Some existing roads could be re-striped. Retrofitting other streets and arterials will need to occur over time as roads are improved and resurfaced. Detached sidewalks along arterials and local streets in the Northland need to be provided as connections from homes and neighborhoods to transit, schools, or shopping areas.

Only 6 of 125 miles of parkways and boulevards planned for the Northland have been constructed to date.

Initiative: Complete the parkway and boulevard plan as part of the Northland vehicular movement system

South of the Missouri River, the system of parkways and boulevards is part of the basic framework for movement and contributes greatly to the

City's character. Although a similar system has been planned for the Northland for many years, only six of 125 miles of proposed parkways and boulevards have been implemented to date. The parkway and boulevard system proposed for the Northland should be completed and linked to the larger Kansas City network.

Initiative: Provide adequate multi-modal crossings to connect Kansas City, North and South

The capacity of the Missouri River bridges should be increased, including multi-modal options such as extending light rail or express bus service across the River. Adding bike lanes would also help reduce peak-hour traffic loads and lessen congestion on the bridges.

Initiative: Establish land use policies, regulations, and incentives that encourage compact development patterns and higher density centers accommodating alternative travel modes in order to reduce dependence on private vehicles

By promoting centralized destinations and providing travel choices, the City can empower citizens to select alternative modes that conserve energy and reduce air pollution from private vehicles reliant on fossil fuel. Well designed centers with travel options allow citizens to make reasonable tradeoffs between the convenience of different modes and their costs in terms of time and money. Policies and incentives that reduce vehicular traffic will help maximize the efficiency of public investment in a more complete arterial street system to serve vehicles, pedestrians, and bicycles. Policies that would positively affect the reduction of vehicular traffic include:

- Encouraging compact development patterns and mixed use centers
- Providing convenient public transit facilities
- Requiring pedestrian and bicycle friendly design with special attention to safety
- Constructing roadways that accommodate alternative modes and shorter travel distances through infill or logical extensions of existing development

Initiative: Preserve and expand existing infrastructure to maximize the value of the investment

Striking a balance between construction of new and maintenance of existing utility systems is important to maximize the value of utility investments. Intrinsic to any infrastructure system is the ongoing need to maintain old or outdated systems. Existing, inadequate public utilities

in the Northland, including sewer, water, and stormwater drainage facilities, need to be upgraded to appropriate standards.

Initiative: Concentrate utility capital investments in areas that are currently or easily served by existing utilities

Upgrading of utility systems serving existing development that have inadequate capacity or are not in compliance with codes is to be the first priority. The priority for provision of new infrastructure capacity should be areas of infill development or areas adjacent to existing development. The goal should be to provide utilities concurrent with contiguous new development. Investment of City funds should be avoided where development is remote from existing capacity, unless there is significant developer financing or significant public benefit.

Initiative: Broaden and enhance stormwater management

A comprehensive strategy for managing stormwater generated by development in the Northland is needed. This strategy should encourage environmentally sound management practices, based upon planning for the major drainage basins within the Northland. Stormwater detention and conveyance facilities should enhance the natural environment and be integrated with recreational facilities, to the extent possible. Stormwater facilities provided by developers should reinforce those constructed by the City, with stormwater detained or retained at upstream locations.

Initiative: Plan and construct infrastructure systems to harmonize with natural systems

Roadways, stormwater management facilities, and other infrastructure systems should be planned to respect topography and other natural resources in the Northland. A system of greenways, including the floodplains of the Missouri River and other significant waterways, should be preserved for their role in flood control and maintenance of environmental quality.

Initiative: Integrate water quality enhancement and the preservation of natural habitats

Existing natural areas in the Northland should be preserved to the greatest extent possible for the multiple environmental benefits they provide, including their role in water quality enhancement and flood control. Wetlands and riparian habitats should be maintained as part of the pattern of new development and integrated into greenway, open space, and wildlife habitat planning. Wetlands can also be constructed and maintained to enhance water quality.

Actions: Transportation

- *Through the area planning process, supplement the Major Street Plan by identifying secondary and collector streets that parallel primary and freeway facilities*
- *Prioritize needed capital projects for implementation by the public and/or private sector, e.g.:*
  - *Arterials*
  - *Secondary streets*
  - *Interchange improvements*
  - *Parkways and boulevards*
  - *Bridge crossings*
  - *Bicycle/pedestrian paths connecting neighborhoods to schools*
  - *Transit/HOV lanes*
  - *Light rail*

- *Develop and implement a program to 1) upgrade streets that are unsafe to current standards and 2) address the general maintenance of the Northland's circulation infrastructure*

- *In accordance with the financial management strategies recommended by the Governance Plan, identify fiscal mechanisms and incentives to fund maintenance and capital improvement projects. The funding system should identify criteria for determining the public and private share of the cost of major roadway and parkway projects, as well as long-term maintenance, as proposed by the Community Infrastructure Committee.*

- *Implement an "intelligent transportation system" (ITS) to maximize capacity of the freeway and arterial street system and to alleviate congestion on bridge crossings of the Missouri River*

- *Establish street standards for items such as access control, spacing of signalized intersections, pedestrian safety, and design of bikeways*

- *Inventory the existing street system to identify "bicycle friendly" routes and those that can be inexpensively made so*

- *Develop access control plans for major existing and emerging corridors*

- *Develop policies or regulations that require protection of the*

designated rights-of-way of arterials, boulevards, and parkways

- *Modify the City's subdivision regulations and design standards to incorporate transit and pedestrian friendly design, adapted to local topographic conditions, with appropriate street cross sections, lot orientation, and width of sidewalks*

- *Increase density permitted within 1/4 mile of transit stops in multi-modal centers and reduce required/permitted parking to promote transit ridership*

- *Expand the Traffic Impact Analysis required as part of development review to 1) more carefully consider traffic impacts on existing development and required mitigation and 2) address all travel modes and connectivity to adjacent neighborhoods*

- *Work with ATA to increase the coverage area, frequency, and service hours of bus service to employment centers and other destinations in the Northland. Coordinate service with existing "feeder" providers and establish additional feeder routes as necessary*

- *Extend Light Rail north of the Missouri River as soon as possible and provide regional and collector bus service, including park-and-ride, for the Northland. Secure a dedicated transit corridor to the KCI Airport to accommodate light rail or other form of technology over the long term*

- *Implement the KCI Airport Master Plan completed in 1995, including recommendations regarding compatible land use and zoning*

Actions: Utility Infrastructure

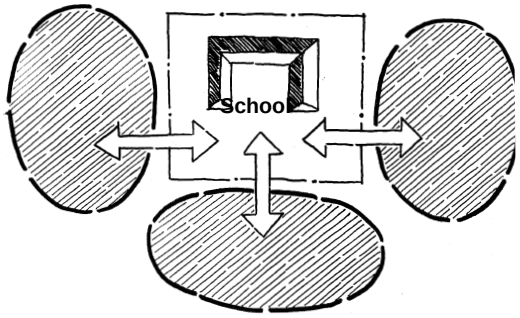
- *Implement a system for prioritizing public sector utility projects (e.g., the water improvements bond passed in August 1996) and those private-sector projects for which there is public sector involvement. This system should favor providing sewer and other utilities to inadequately served areas of existing development over extensions to undeveloped areas.*

- *Develop policies that encourage infill development in areas which are largely developed, through preferential allocation of the public and private shares of infrastructure costs*

- *Work to connect all properties served by on-site septic system to public sewer through programs such as low-cost financing and the formation of improvement districts to provide sewer collection facilities for areas served by septic systems*

- *Strengthen subdivision regulations to better protect natural drainage systems, floodplains, and associated open space areas (see "Land Use and Development: Developing Quality Places to Live, Work, and Play")*

- *Supplement existing enterprise funding mechanisms for water, wastewater, and stormwater, to increase their effectiveness in providing for necessary utility extensions and maintenance. The allocation of costs in a way affordable to homeowners, regardless of income, should be a primary objective. The provision of adequate funding to support the construction and maintenance of stormwater facilities is a particular concern.*



Neighborhood Identity

- *Evaluate future development proposals from the standpoint of maximizing the use of existing utility infrastructure*

- *Encourage the completion of basin-wide stormwater management plans for all Northland watersheds by the Water Services Department. Multi-jurisdictional agreements should be completed, as necessary, to allow basin-wide planning.*

- *Through revisions to storm drainage design criteria and subdivision regulations, encourage the use of new site drainage technologies and designs that minimize stormwater runoff. Porous surface materials should be used and impervious surfaces should be minimized.*

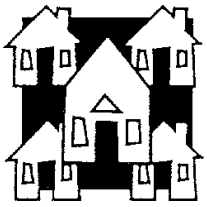
4. Enhancing Neighborhood and Community Identity

Initiative: Promote neighborhood identity in the Northland

With some exceptions, particularly in the older First Annexation area, the Northland lacks the strong sense of neighborhood identity typical of Kansas City south of the River. Actions should be taken to strengthen Northland neighborhoods, through targeted physical improvements, by

supporting neighborhood-serving institutions, and by encouraging grassroots efforts to address neighborhood issues.

Initiative: Develop public-serving facilities such as schools, parks, and libraries as centers of community activity



Public-serving facilities can be important focuses of neighborhood and community identity. The role of existing public facilities as centers of community activity should be reinforced and physical linkages established to adjacent neighborhoods. Future facilities should be located together and made accessible to neighborhoods to provide community activity centers and opportunities for the sharing of facilities.

Actions: Neighborhood and Community Identity

- *Participate in city wide initiatives to support neighborhoods, such as the Clearinghouse for Neighborhood Information*

- *Implement the neighborhood improvement process proposed by the Neighborhood Prototypes Plan, to provide Northland neighborhoods with a grassroots vehicle for addressing local problems and issues*

- *Identify appropriate candidates for FOCUS Centers and work with service providers to improve programmatic and physical connections to surrounding neighborhoods. These should include both an expanded center or centers (e.g., the Northland Human Services Center and adjacent Maplewoods Community College) and neighborhood-based centers oriented towards community facilities such as schools.*

- *Implement public/private partnerships to establish neighborhood centers in developing parts of the Northland, for example though incentives for community-serving facilities such as day care centers, parks, and local retail in new developments*

- *Develop bicycle/pedestrian connections to link neighborhoods to each other and to schools, neighborhood retail, and other community-serving facilities. This action should be implemented both through the design of new developments and by "retrofitting" existing neighborhoods.*

- *Target public maintenance and improvement projects to address drainage, sewage, and other infrastructure problems in neighborhoods in need of stabilization (see "Building a Transportation and Infrastructure System that Works")*

- *Provide effective code enforcement in conservation and stabilization neighborhoods*

- *In accordance with the neighborhood livability strategy recommended by the Neighborhood Prototype Plan, identify design standards that can be applied at the neighborhood level to maintain and enhance local identity and the quality of the physical environment.*

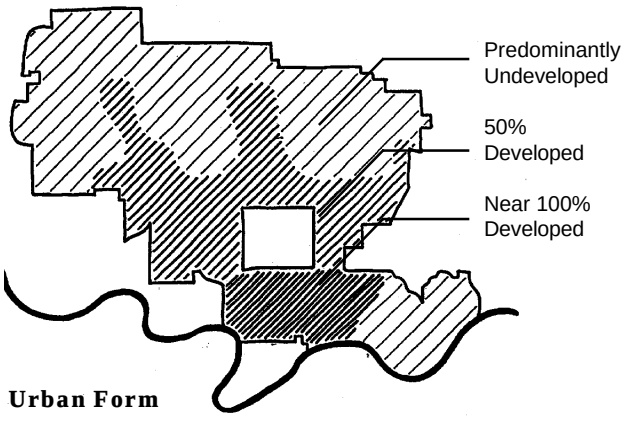
Chapter Three: Applications

Chapter Two presents the aspirations for the future of the Northland and a series of initiatives and actions proposed to be taken by the City and its partners to turn those aspirations into reality. This chapter elaborates upon and provides additional detail regarding the application of specific initiatives and actions identified in Chapter Two to the Northland. This information is presented in the context of a conceptual framework consisting of four general elements:

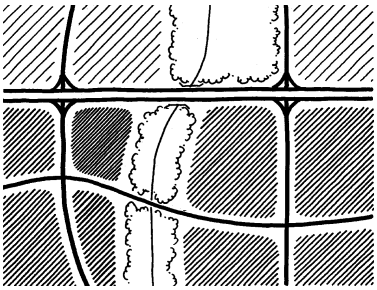
- Future Urban Form
- Urban Structure
- Physical Pattern
- Development Standards

Future Urban Form

Simply stated, this element means: "What will the Northland look like when it grows up?" In other words, what should the overall form of development in the Northland be?



Urban Form



Urban Structure

This element consists of the physical network of roads, utilities, parks and greenways, and other public facilities within the Northland. These public capital investments can be used to:

- Support the future pattern of urban form
- Physically define and reinforce neighborhoods
- Establish an urban design aesthetic

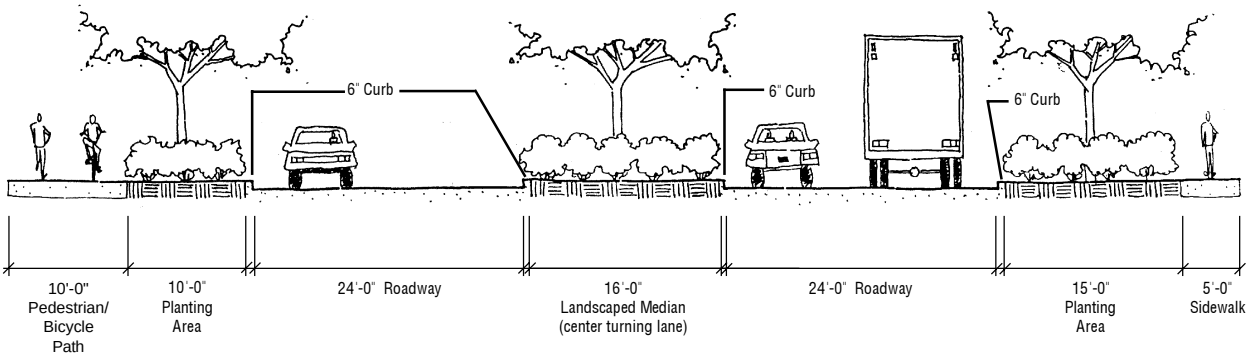
Physical Pattern

This element refers to the policies, incentives, and regulatory mechanisms that can be established to promote a pattern of private development that is consistent with the desired future urban form, for example:

- Policies and incentives regarding the share of costs for major infrastructure improvements borne by new development
- Zoning standards for use, density, and intensity
- Incentives encouraging certain forms of development (e.g., centers, affordable housing, or clustering to preserve open space)

Development Standards

A major theme of the Northland Plan is the need for a higher standard of quality for both private and public development. Quality development can be encouraged through standards and design guidelines that influence the way development occurs on a site-by-site basis.



Example of Development Standard: Boulevard with bicycle/pedestrian path on one side

A. FUTURE URBAN FORM

It is proposed that the future urban form of the Northland be organized around several key components. These components are:

- Current Urban Form
- Natural Resources, Parks, and Greenways
- Centers

Current Urban Form

The current urban form of the Northland can be characterized as consisting of four areas with generally similar development characteristics (Map 8). These areas are:

- ***Older Urbanized Area:*** The oldest developed part of the Northland (e.g., the First Annexation). This area consists of established neighborhoods with relatively little undeveloped land.
- ***Urbanizing Area:*** The major growth corridors within the Northland (e.g., the Line Creek Valley and the North Oak Corridor). This area contains a mixture of established development, more recent development, and undeveloped land.
- ***Undeveloped Area:*** Predominantly undeveloped, unplatted land, with a high proportion of agricultural use (e.g., most of the area north of I-435 and west of US-169)
- ***Employment Area:*** An area developed for non-residential uses that are focuses of business and employment (e.g., the I-29/KCI Airport corridor and existing industry in the Birmingham Bottoms)

KCI Airport Employment Area

These areas largely define the existing character of the Northland and will exert a strong influence over its growth and development into the foreseeable future. The area boundaries are not fixed, but will evolve over time as, for example, parts of the urbanizing area mature and development extends outward into the presently undeveloped area. The Northland Plan proposes that current urban form be used as an organizing principle in the application of City policies regarding future growth, for example:

- Setting of priorities for public investment in infrastructure improvements (e.g., roads, water, and sewer) to serve existing or contiguous rather than noncontiguous development
- Use of fiscal or regulatory incentives to encourage infill development

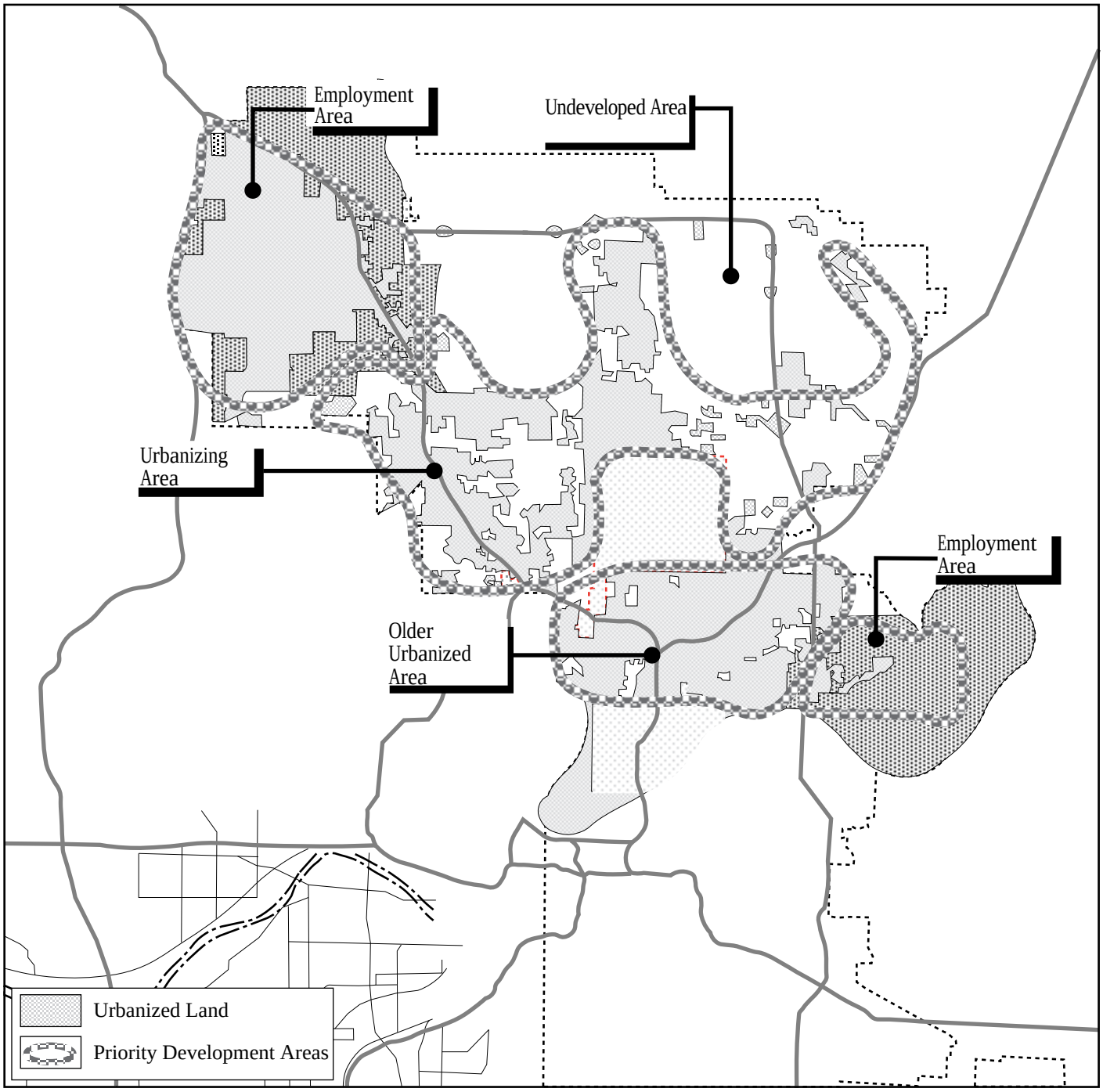
Large expanses of the Northland remain in agricultural use.

Natural Resources, Parks, and Open Space

The Northland's abundant natural resources - its wooded streams, steep topography, and expansive open spaces - contribute greatly to its character and desirability as a place to live while performing important environmental functions, such as flood control. These resources tend to be concentrated along the Northland's stream corridors. Nevertheless, upland areas, including scenic vistas across rolling, rural landscapes, have value as well.

Closely related to the Northland's natural resources is its system of parks and greenways, proposed for significant expansion by the 1991 Plan for a Kansas City Metropolitan Greenway System (*Metro Green*) and the 1993 *Plan for Parks, Recreation, Boulevards, and Greenways*. A well-developed system of parks and greenways yields multiple benefits, including:

- ***Recreation:*** Provides opportunities for walking, biking, and other leisure and recreational opportunities, thus contributing to the health of the community as a whole
- ***Aesthetic Preservation:*** Helps to conserve the visual quality of the landscape
- ***Preservation of Natural Resources:*** Sustains natural diversity and healthy ecosystems
- ***Education:*** Provides opportunities to learn about the natural environment, thus instilling natural values in future generations
- ***Organization:*** Helps to structure the pattern of private development and public facilities
- ***Flood Control:*** Through regional stormwater detention basins, eliminates the need for individual detention ponds and provides recreational opportunities associated with multi-purpose lakes
- ***Pollution Attenuation:*** Maintains the quality of natural watercourses
- ***Cost Savings:*** Reduces the need for expensive infrastructure improvements to address drainage and water quality problems



Map 8.
Northland Urban Form

- ***Connection:*** Links together existing and new amenities and facilities, and unites communities and municipalities
- ***Transportation:*** Provides routes for alternative modes of movement such as walking and biking, thus easing traffic congestion
- ***Tourism:*** Preserves the natural, cultural, and historic resources that draw visitors to a region
- ***Economic Development:*** Increases property values and provides an amenity attractive to prospective businesses
- ***Social Life:*** Creates opportunities for people to interact and develop a sense of community

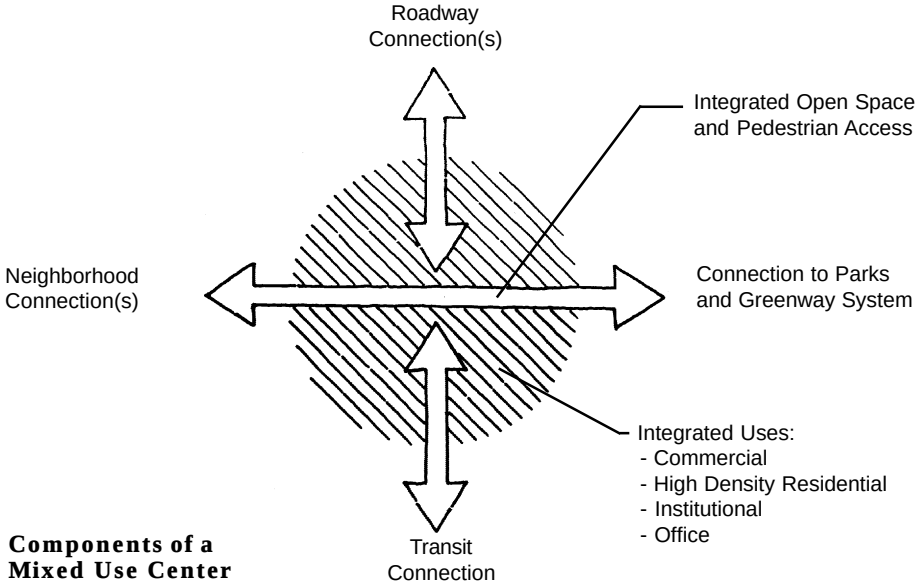
Natural resources, parks, and greenways are proposed as the second key component around which the future urban form of the Northland will be structured (Map 9). This will be accomplished by establishing an interconnected network of stream corridors, parks and open spaces, and greenway corridors as the basic framework within which development occurs. Realization of this concept will be dependent upon: 1) aggressive implementation of *Metro Green* and the *Plan for Parks, Recreation, Boulevards, and Greenways;* and 2) preservation of stream corridors and other open space areas in individual developments through use of clustering and other innovative development options. A comprehensive inventory of key natural and visual resources should be conducted to help further define the desired form of the Northland's future open space system.

Implementing a continuous network of parks and greenways within the Northland as part of a regional *Metro Green* system will require a multi-jurisdictional response. Open space acquisition and development should be financed through a combination of public and private funds. Public financing mechanisms that could be pursued in the context of the financial management strategies recommended by the Governance Plan include, among others, revenue or general obligation bonds and special benefit districts. Additional work is needed to identify the form of public financing that makes sense for Kansas City and the region. Private donations have traditionally been an important source of revenue for park acquisition and development in Kansas City and should continue to play an important role, perhaps through a coordinated public/private partnership. In many communities, private land conservation trusts have been formed to work with landowners to protect key holdings, either through outright acquisition or through the dedication of conservation easements to protect the land as open space.

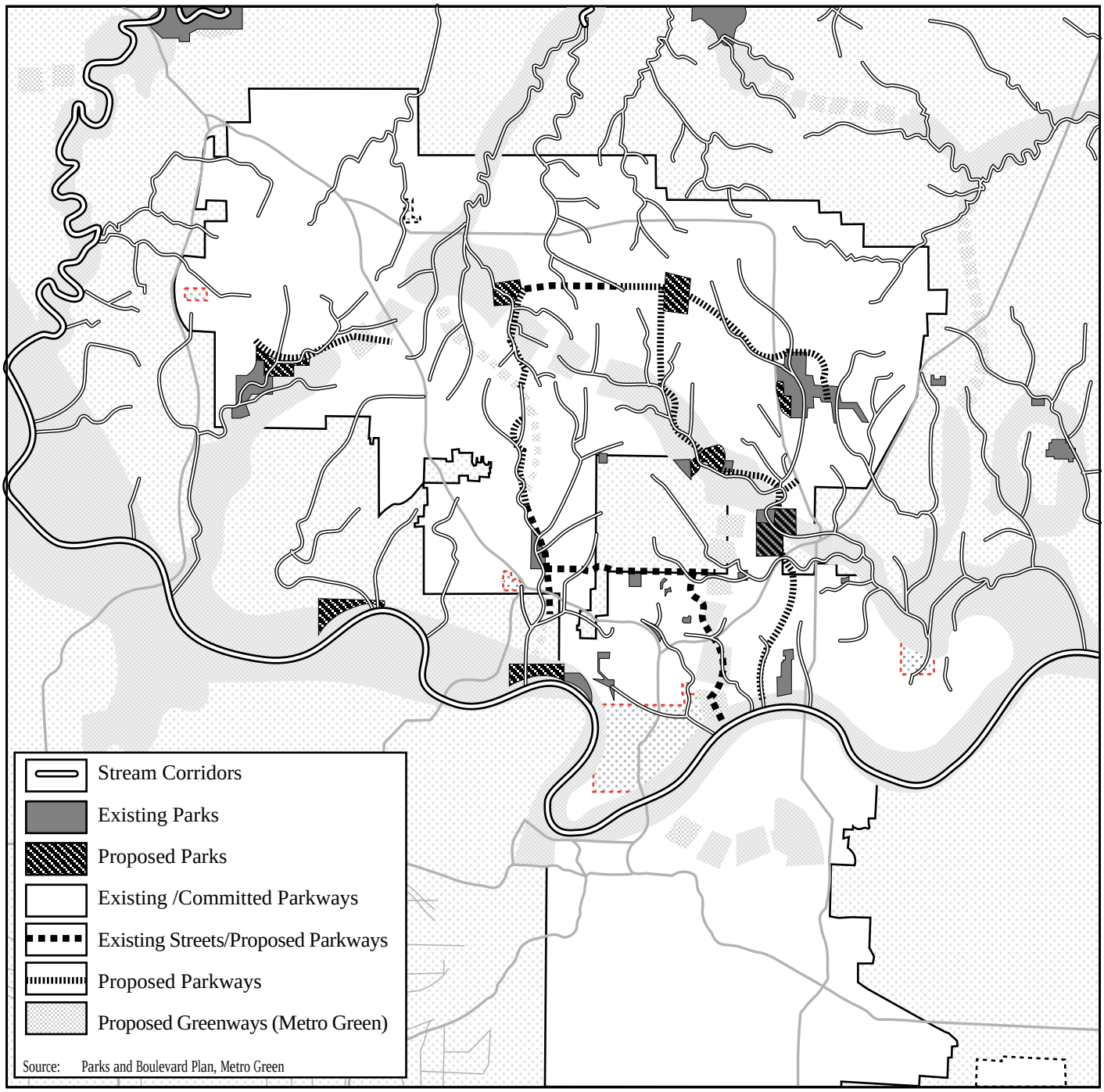
Centers

Current growth trends in the Northland are resulting in a land-consumptive, undifferentiated pattern of single-use, residential and commercial developments typical of suburban areas throughout the country. As an alternative to the current trend, future development in the Northland should be structured around a hierarchy of defined centers. The benefits of this policy include:

- The more compact development pattern promoted by centers can be less costly and more efficient to serve with public infrastructure and services than commercial and residential sprawl.
- Focusing commercial development in nodes rather than in linear strips reduces curb cuts and congestion along arterial roadways.
- Centers can provide the "critical mass" needed to make transit options viable.
- Centers can lead to a reduction in dependence on private vehicles for travel by: 1) bringing home, work, and shopping into closer proximity through mixing of uses and 2) providing opportunities for pedestrian/bicycle linkages to surrounding residential areas.
- Centers can be a source of community and neighborhood identity.



Components of a Mixed Use Center



Map 9.
Stream Corridors, Parks, and Greenways

Two general types of centers are proposed: Mixed Use and Transportation.[1] Potential Northland locations for these types of centers are shown on Map 10.

Mixed Use Centers are higher intensity nodes of development and activity for the surrounding area. In addition to commercial and residential development, they should incorporate community-serving facilities such as recreational centers and playgrounds, meeting spaces, and transit connections. Pedestrian and bicycle facilities should be provided that connect to adjacent neighborhoods and to the larger network of bike paths, greenways, and open spaces.

Mixed Use Centers are divided into Regional, Community, and Neighborhood categories depending upon their size and intensity of development:

- ***Mixed Use Centers (Regional)*** are primary concentrations of commercial development and other land uses serving an entire region. These centers typically include major land use attractions such as hotels, regional shopping, residential densities greater than 20 dwelling units an acre, cultural facilities, major office developments, hospitals, and colleges/universities.

  One existing regional mixed use center - Metro North at the intersection of US 169 and Barry Road - has been identified in the Northland. (It should be noted that this development is an automobile-oriented, single-use shopping mall that does not include all the facets of a fully functioning regional center.) Kansas City's Urban Core also functions as a regional center for the Northland.

Metro North is an automobile-oriented regional center.

[1] The concept of centers as a determinant of future urban form in the Northland is separate and distinct from the concept of FOCUS Centers, one of the twelve FOCUS Building Blocks. FOCUS Centers are neighborhood-based facilities that provide a range of services to residents. FOCUS Centers are divided into Basic and Expanded Centers:

- *Basic Centers* will offer a standard bundle of services for the surrounding neighborhood, such as a safe community gathering place, local activity programs, an information center with printed and electronic materials, and computerized access to City services. In the Northland, basic FOCUS Centers will be located through the neighborhood and area planning process. Wherever possible, they should be located in an existing or proposed mixed use (neighborhood or community) center to reinforce the community-serving function of these centers.

- *Expanded Centers* will offer a broader range of services for the Northland community, such as career training and a "one-stop" human services center. Maplewoods Community College/the Northland Human Services Center has been identified as an ideal location for an Expanded FOCUS Center in the Northland.

- ***Mixed Use Centers (Community)*** are subregional nodes of commercial and other community-serving activities. Less intense than regional centers, these centers typically include community or regional shopping, densities greater than 14 dwelling units an acre, cultural facilities, medical and professional offices, and financial institutions.

Antioch Center

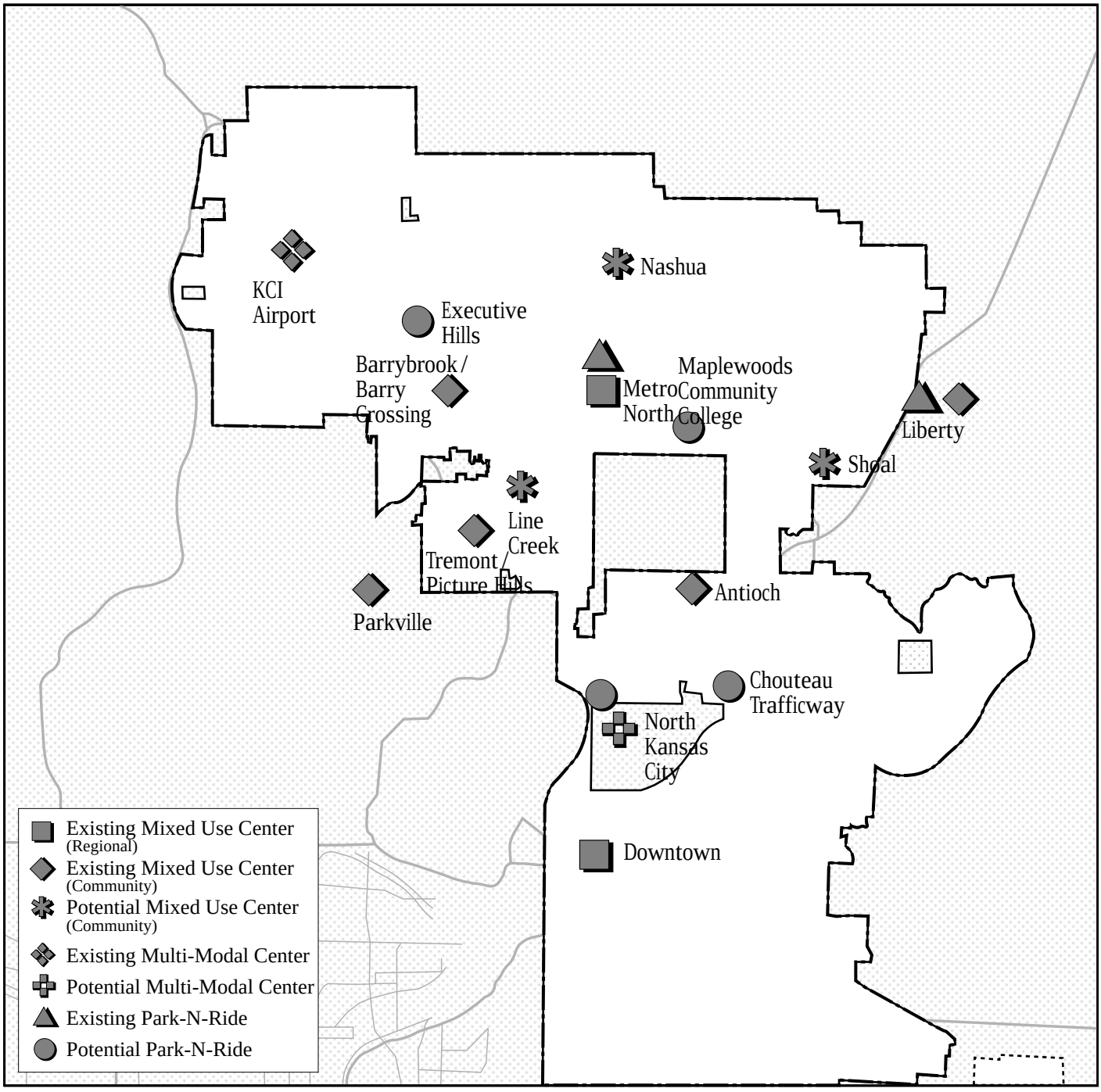
Five existing and three potential community mixed use centers have been identified in the Northland. Existing centers include the Antioch Shopping Center at Antioch and Vivion Road, the developing commercial/multi-family area (Barrybrook/Barry Crossing) at I-29 and Barry Road, Tremont/Picture Hills (commercial/residential development at I-29 and 64th Street), and the downtowns of Liberty, North Kansas City, and Parkville. Potential future centers include Line Creek (in the vicinity of Waukomis Drive, 64th Street, and the future Line Creek Parkway); Nashua (in the vicinity of North Oak Trafficway, 108th Street, and the future Shoal Creek Parkway); and Shoal Creek (east of I-435, in the vicinity of 76th Street and the Shoal Creek Parkway).

Downtown Liberty

The existing community mixed use centers vary widely in character. Like Metro North, Antioch is an automobile-oriented, single-use shopping center. Barrybrook/ Barry Crossing is characterized by a linear, automobile-oriented development pattern, but includes multi-family housing and a major institution (Saint Lukes Hospital) in addition to commercial uses. Liberty, North Kansas City, and Parkville are traditional downtown activity centers that are a strong source of identity for Northland residents.

- ***Mixed Use Centers (Neighborhood)*** are smaller scale centers that provide focal points of activity for surrounding neighborhoods. Possible components of these centers include schools, parks, and other community facilities; local-serving stores and professional offices; and higher density residential development than the surrounding area.

Neighborhood mixed use centers will be located through the area and neighborhood planning process in response to local opportunities and issues.



Map 10.
Potential Center Locations

Transportation Centers are locations that support the linking of automobile traffic to other travel modes, such as transit. Transportation Centers are divided into Multi-Modal and Park-N-Ride Centers:

- ***Multi-Modal Centers*** are locations that support the coming together and linking of many transportation modes including air travel, Amtrak, commuter rail, light rail, and major bus routes.

  Two potential multi-modal centers have been identified in Northland. The first is the KCI Airport, which provides an opportunity for enhanced linkages between air travel and other forms of transportation. The second is in the vicinity of Burlington Street and Oak Trafficway adjacent to North Kansas City, a logical location for a transit hub connecting the Northland to the Urban Core.

- ***Park-N-Ride*** is a unique type of center, typically located in outlying suburban areas along dedicated transit corridors and major express bus routes. Suburban residents can drive to park-n-ride facilities to access express service to the multi-modal, regional, and community centers.

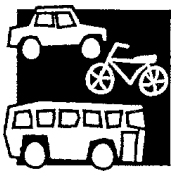
  Two existing and four potential Park-N-Ride locations have been identified in the Northland. Existing Park-N-Ride facilities include Metro North and Liberty (at the intersection of I-35 and M-152). Potential Park-N-Ride locations include Burlington Street and Oak Trafficway (in conjunction with the multi-modal center), I-29 and Executive Hills Boulevard, M-210 and Chouteau Trafficway, and Maplewoods Community College.

The potential Transportation Center locations have been coordinated with the location of "Transfer Centers" proposed in the *Northland Public Transportation Planning Study.*

Line Creek Community Center

B. URBAN STRUCTURE

Public facilities and infrastructure - transportation systems, utilities, public parks, and other community-serving facilities - form the framework within which private development occurs. Public investment in these facilities is a powerful tool that can be used to help define the future pattern of growth in the Northland. The role of City parks - as part of an overall system of natural resources, greenways, and open spaces - in shaping the future urban form of the Northland has already been described. Other important components of the Northland's "Urban Structure" include transportation, utilities, and the design of public facilities and spaces.



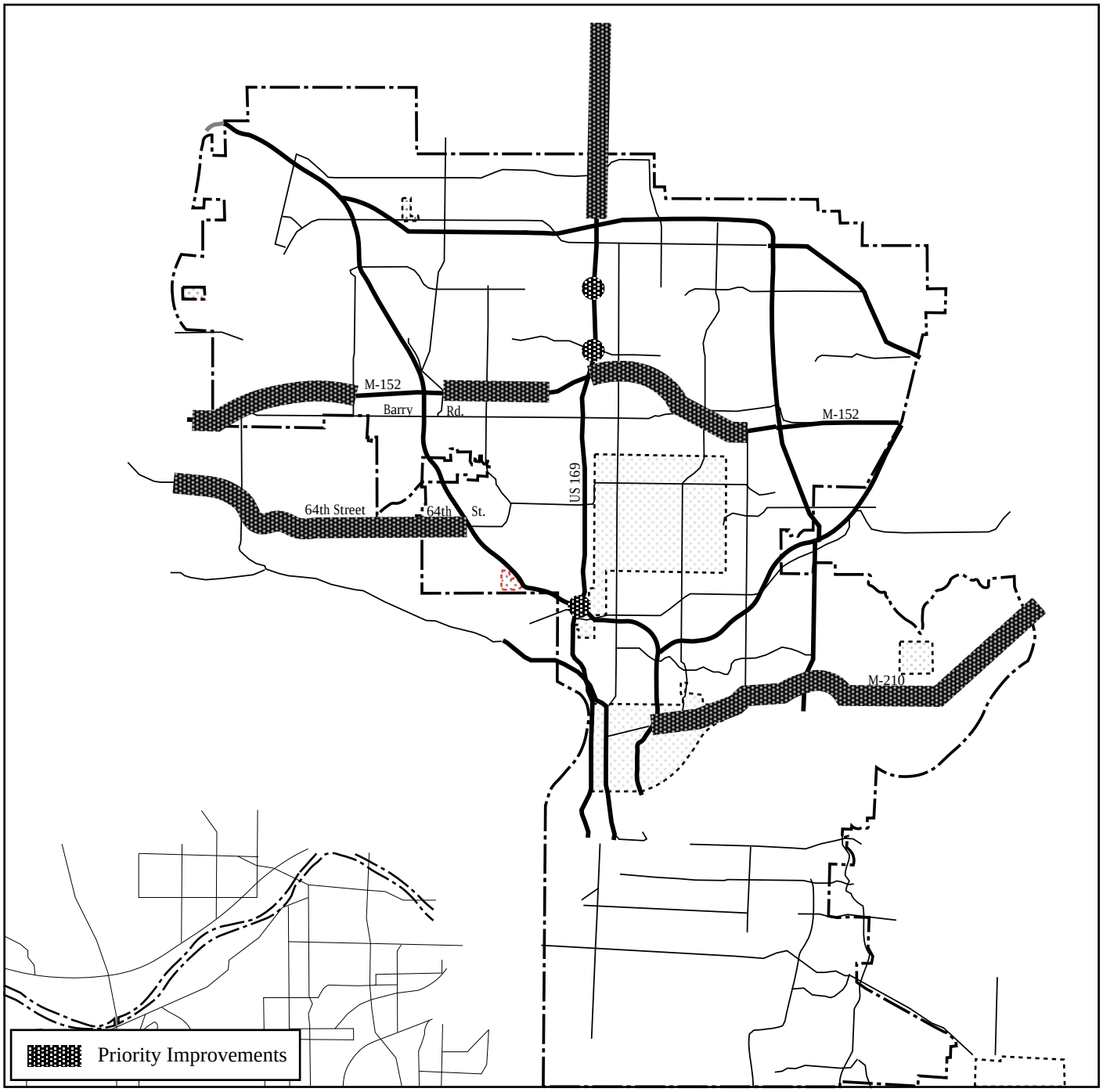
Transportation

A broad range of actions, implemented over a number of years, will be needed to provide the Northland with the transportation systems needed to adequately serve existing and future development in the Northland. These actions include:

- Major highway and arterial improvements
- Development of a supporting system of secondary arterials and collector streets
- Maintenance and reconstruction of existing substandard roadways
- Access control and transportation demand management programs
- Increased "people carrying" capacity of the bridges over the Missouri River
- Enhanced transit service
- Development of a pedestrian and bicycle path network
- Regulatory changes (traffic impact analysis) to address the multi-modal transportation impacts of new developments

Highway Improvements

Improvements to the Northland's freeways and highways should be directed toward east-west movement, problem interchanges, and providing through access for pedestrians and bicycles. Furthermore, additional capacity to the Missouri River crossings is critical to the Northland's future and maintaining strong connections with the Urban Core. Interstate, U.S. Highway and State Highway improvements that are priorities for implementation by the Missouri Department of Transportation are as follows (Map 11):



Map 11.
Missouri Department of
Transportation Priority Improvements

M-152: Interchanges at Maplewoods Parkway and Green Hills Road
Completion between US 169 and Brighton Road
Increase capacity, 2 to 4 lanes, Executive Hills Boulevard to Baughamm Road
Increase capacity, 2 to 4 lanes, I-435 to Amity

M-45: Increase capacity, 2 to 4 lanes, M-9 to I-29
Increase capacity, 2 to 4 lanes, I-435 to M-9

M-210: Improve turning movement capacity at key intersections (I-35 and I-435)
Increase capacity, 2 to 4 lanes, I-435 to east of Eldon Road
Increase capacity, 2 to 4 lanes, east of Eldon Road to M-291

US-169: Increase capacity, 2 to 4 lanes, I-435 to M-92
Construct Interchanges at 96th Street and 108th Street

US-169/I-29 Interchange:
Safety improvement of south bound I-29 off-ramp to US 169
Capacity improvements of merge between I-29 off-ramp and US 169

I-35/M-210 Interchange:
Capacity improvement from north bound I-35 to east bound M-210

Major Street Plan

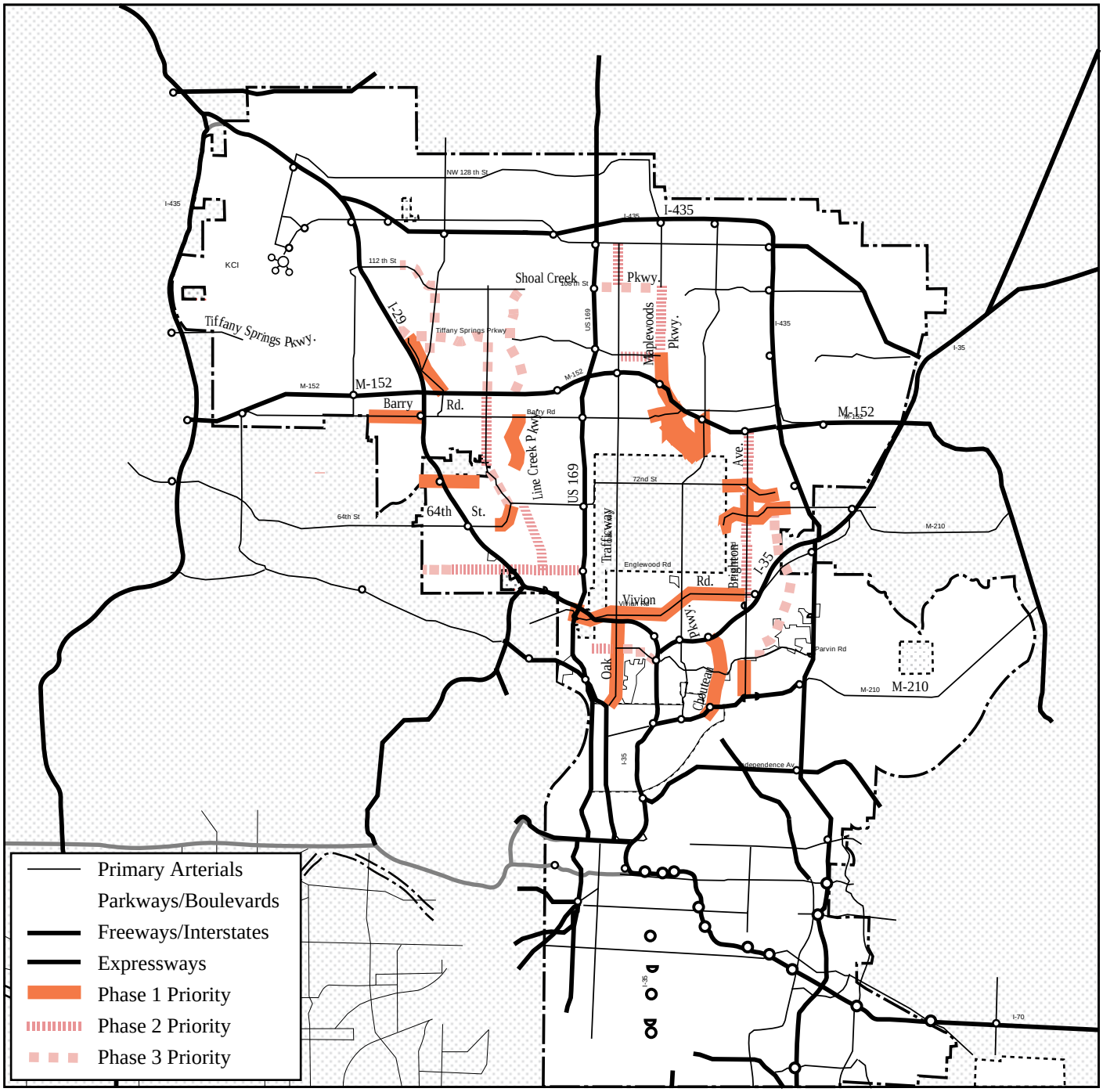
Improving the City's arterial system is a major priority for infrastructure investment in the Northland. Kansas City's Major Street Plan for the Northland is shown on Map 12. This plan presents proposed parkways/boulevards, primary arterials, secondary arterials, and the system of freeways, interstates and expressways. Arterial improvements should be directed to priority development areas (i.e., the older urbanized, urbanizing, and employment areas). Arterial improvements within and serving undeveloped areas, particularly those areas that do not have other utilities, should be given a lesser priority.

Waukomis Drive is identified as a future parkway on the Major Street Plan.

Based on a preliminary cost analysis using linear cost estimates for roadway type and segment length, it is estimated that the total cost to complete the arterial street system in the Northland is approximately $1.5 billion. Included in this figure are approximately $700 million in improvements within priority development areas and $800 million within non-priority development areas.

Because of the magnitude of the arterial improvements required to support the full development of the Northland, individual improvement projects were prioritized into three categories (Phase 1, Phase 2, and Phase 3) using the Preliminary Transportation Improvement Prioritization methodology described in Appendix A. The prioritization was based upon the effects of the projects on system continuity, congestion mitigation, safety enhancement, the environment, and economic benefit. Table 2 presents the three tiers of improvement projects, each totalling approximately $100 million in estimated costs, along with the cumulative costs of the projects.

The three phases of arterial improvements are shown on Map 12. This phasing plan is intended only as a guide and should be regularly updated to reflect current development trends.



Map 12.

Northland Major Street Plan

Table 3. Northland Priority Arterial and Boulevard Improvements

Phase 1 Arterial and Boulevard Improvements (0 to $100 million)

Name of Street	From Street	To Street	Improvement Type	Length	Cost	Cum. Cost
Barry Road	Highlands	Mo Rt. 1	Widen from 2 to 4 lanes	5,500	9,900,000	9,900,000
Maplewood Parkway	Barry Road	96th Street	Construct 2 lanes	7,500	9,000,000	18,900,000
Brighton Avenue	M-210	Parvin Road	Widen from 2 to 4 lanes	5,000	6,000,000	24,900,000
64th/68th/72nd Street	KC City Limits	Brighton	Widen from 2 to 4 lanes	2,600	2,600,000	27,500,000
Barry Road	Amity	I-29	Widen from 2 to 4 lanes	7,500	9,000,000	36,500,000
Chouteau Trafficway	M-210	I-35	Widen from 2 to 4 lanes	8,700	14,790,000	51,290,000
64th/68th/72nd Street	Brighton	I-435	Construct 2 lanes	6,600	5,280,000	56,570,000
72nd Street	Overland	Waukomis Drive	Construct 2 to 4 lanes	3,000	3,750,000	60,320,000
72nd Street	Mo. Rt. 9	Overland Drive	Widen from 2 to 4 lanes	5,500	5,500,000	65,820,000
Pleasant Valley Road	Gladstone City Limits	East of Brighton	Widen from 2 to 4 lanes	5,000	5,000,000	70,820,000
Vivion Streetscape	Oak Trafficway	Vivion Road	Curbs, Sidewalk	16,000	1,280,000	72,100,000
Executive Hills Blvd.	North of Barry Road	Tiffany Springs	Construct 4 lanes	10,000	12,000,000	84,100,000
Oak Streetscape	32nd Street	Vivion Road	Curbs, Sidewalk	9,000	720,000	84,820,000
Brighton Avenue	1st Valley Road	72nd Street	Widen from 2 to 4 lanes	3,200	4,000,000	88,820,000
Line Creek Parkway	68th Street	Barry Road	Construct 2 lanes	10,600	8,480,000	97,300,000
64th/68th/72nd Street	Gowen Drive	Waukomis Drive	Widen from 2 to 4 lanes	5,000	4,000,000	101,300,000

Phase 2 Arterial and Boulevard Improvements ($100 to 200 million)

Name of Street	From Street	To Street	Improvement Type	Length	Cost	Cum. Cost
North Brighton	Vivion Road	1st Valley Road	Widen from 2 to 4 lanes	9,700	17,460,000	118,760,000
Maplewood Parkway	Brighton Avenue	Barry Road	Construct 2 lane	12,500	12,500,000	131,260,000
Line Creek Parkway	Englewood Road	68th Street	Widen from 2 to 4 lanes	8,400	8,400,000	139,660,000
Maplewood Parkway	96th Street	108th Street	Construct 4 lane	8,000	10,000,000	149,660,000
Brighton Avenue	72nd Street	Barry Road	Unimproved to 2 lanes	7,500	6,000,000	155,660,000
Waukomis Drive	M-152	76th Street	Widen from 2 to 4 lanes	8,000	8,000,000	163,660,000
Englewood Road	Waukomis Drive	US-169	Widen from 2 to 4 lanes	5,000	6,000,000	169,660,500
56th Street	Overland Drive	I-29	Widen from 2 to 4 lanes	6,000	7,500,000	177,160,000
Englewood Road	I-29	Waukomis Drive	Construct 4 lane	4,000	5,000,000	182,160,000
Briarcliff Parkway	Briarcliff Road	North Oak	Construct 3 to 4 lanes	4,000	7,500,000	186,160,000
108th Street	US-169	Oak Trafficway	Widen from 2 to 4 lanes	2,800	2,800,000	188,960,000
96th Street	Oak Trafficway	Woodland	Widen from 2 to 4 lanes	5,300	5,300,000	194,260,000
Oak Trafficway	108th Street	M-291	Widen from 2 to 4 lanes	5,000	9,000,000	203,260,000

Phase 3 Arterial and Boulevard Improvements ($200 to 300 million)

Name of Street	From Street	To Street	Improvement Type	Length	Cost	Cum. Cost
Skyview Drive	I-29	108th Street	Unimproved to 2 lanes	10,000	12,000,000	215,260,000
Greenhills Road	76th Street	68th Street	Widen from 2 to 4 lanes	5,000	6,000,000	221,260,000
108th Street	Oak Trafficway	Woodland	Construct 2 lanes	5,300	6,360,000	227,620,000
56th Street	City Limit	Overland Drive	Unimproved to 2 lanes	6,000	6,000,000	233,620,000
Greenhills Road	M-152	Tiffany Springs	Widen from 2 to 4 lanes	6,000	6,000,000	239,620,000
Line Creek Parkway	Tiffany Springs	108th Street	Construct 2 lanes	7,000	8,400,000	248,020,000
Shoal Creek Parkway	Liberty	Pleasant Valley	Construct 4 lanes	7,000	14,000,000	262,020,000
Shoal Creek Parkway	Parvin	Liberty	Construct 4 lanes	12,000	14,400,000	276,420,000
Pleasant Valley Road	Brighton	P.V. City Limits	Unimproved to 2 lanes	5,000	4,500,000	280,920,000
Tiffany Springs Parkway	I-29	Greenhills Road	Construct 2 lanes	8,000	8,000,000	288,920,000
Briarcliff Parkway	North Oak Trafficway	Parvin	Construct 3 or 4 lanes	5,000	7,500,000	296,420,000
Line Creek Parkway	68th Street	Barry Road	Widen from 2 to 4 lanes	10,600	5,300,000	301,720,000

Secondary Arterials and Collector Streets

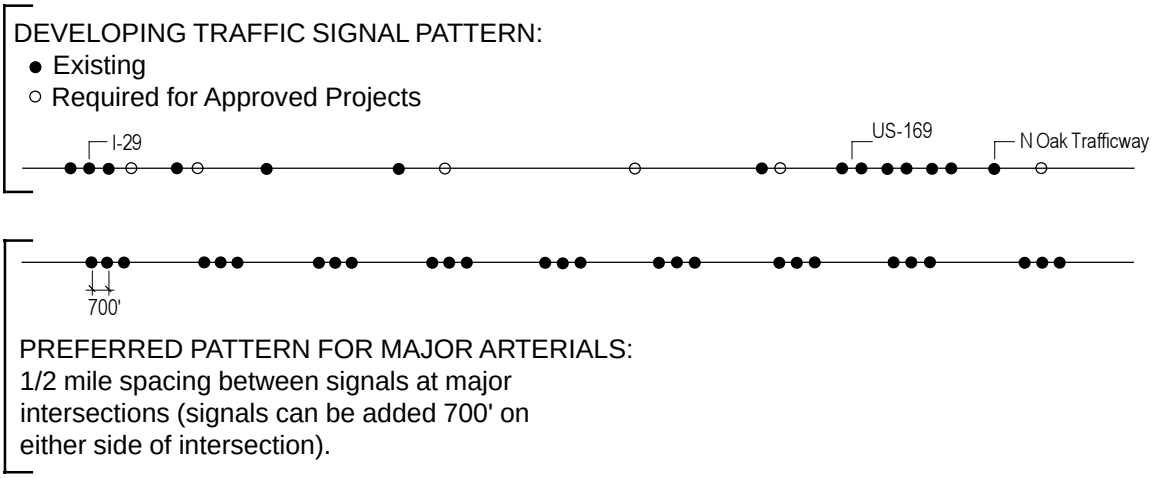
A system of secondary arterials and collector streets is necessary to support the freeways and primary arterial system. Ideally, the system of north/south and east/west secondaries and collectors should be spaced at approximately one-half mile increments to the freeway and primary arterial streets. Area traffic studies should be conducted to determine development access to the secondary and collector street system.

Maintenance and Reconstruction

A significant number of major and secondary arterials in the Northland are below current design standards and are in need of maintenance. In order to safely serve the existing Northland population, a ten and 20-year improvement program should be developed to address the most critical maintenance needs. Maintenance and reconstruction resources should be allocated to upgrade to acceptable condition the roadways identified as most in need of improvement. Maintenance of newer and yet to be constructed facilities is also critical to long-range transportation planning for the Northland. Without ongoing maintenance, major additional improvement costs will occur in the future.

Access Control

Access control plans should be developed for all arterials identified in the Major Street Plan. Locations for proposed signalized intersections should be based on both signal warrants and strategic locations which will maintain design progression speeds. Locations which are not identified as locations for signalized intersections should not be permitted full movement access. Traffic studies for all proposed developments requesting locations for non-signalized left turn in, right turn in and out movements should be prepared to address level of service, traffic flow, weaving, and queue analysis. Consolidation of access between developments should be considered as part of development approval.



The developing traffic signal pattern along Barry Road from I-29 to North Oak Trafficway will lead to increased congestion.

Transportation Demand Management

The Missouri Department of Transportation, City of Kansas City, the Mid America Regional Council, and the Kansas City Area Transportation Authority should enter into an agreement to develop and promote Transportation Demand Management support services for businesses and residents in the Northland. This would include management assistance for businesses to develop Transportation Management Organizations (TMO), car pool matching, and van pool programs.

Bridge Capacity

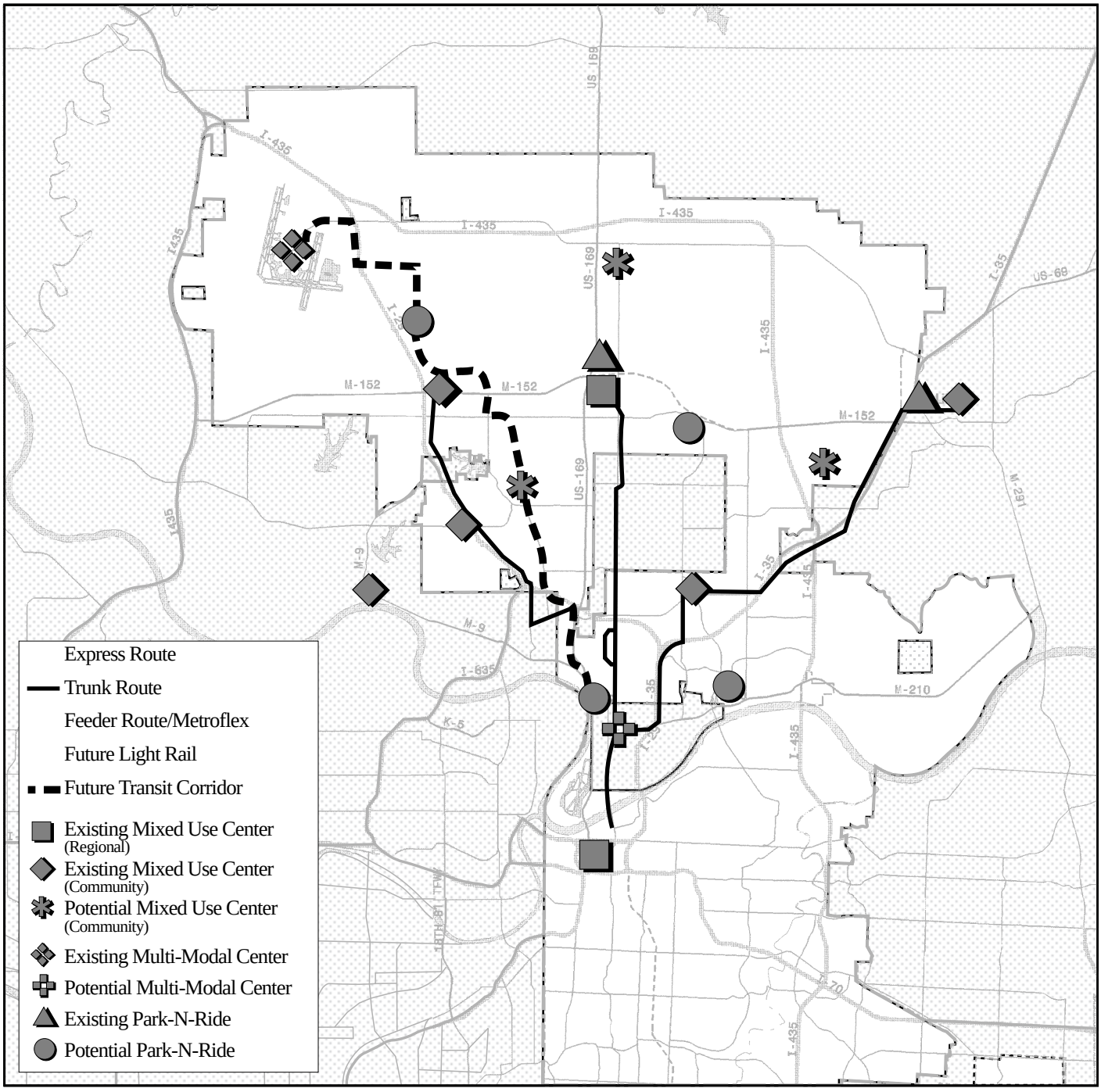
Actions should be taken to increase the people carrying capacity of the bridges connecting the Northland and the Urban Core. Increased capacity may include adding additional general purpose and high occupancy vehicle lanes, extension of light rail, and/or bike lanes. Management of existing demand through promotion of staggered work hours or flextime should be promoted. Intelligent transportation systems (ITS) should be implemented to reduce congestion through electronic management of bridge traffic, providing motorists with real time information regarding congested bridges and alternative routes with available capacity. Reversible lanes during the morning and evening peaks should be considered as part of this system.

Transit

Transit provides a critical service for the Northland's young, old, and transit dependent. A proposed transit plan for the Northland, based upon the March 1997 *Northland Public Transportation Study*, is illustrated on Map 13. The plan calls for a series of express routes, trunk routes, and feeder routes to serve the Northland. In addition to the bus service, Map 13 identifies the preliminary alignment for a dedicated transit corridor from south of the River to the KCI Airport.

Transit utilization is a function of coverage, accessibility, frequency, hours of service, and route structure. Coverage is defined as the number of stops and development intensity within one-quarter mile of each stop. Adding routes and stops is very costly to increase coverage, particularly at lower densities. Therefore, higher density infill development should be promoted to increase potential residential and business ridership. This would require changes in zoning to permit higher densities within one-quarter mile of a mixed use center/transit stop. This change in density and development patterns will not yield rapid increases in ridership, but should result in a sustainable level of service over the long term.

Accessibility is critical to the success of transit. Regardless of the density, number of routes and service provided, transit patronage will not reach fruition if the potential user cannot access the system. This lack of access may be because there are no safe sidewalks, walls and barriers separating residential and commercial developments from the stop, or the design of the development creates large parking areas between the transit stop and building destinations. It is therefore proposed that all

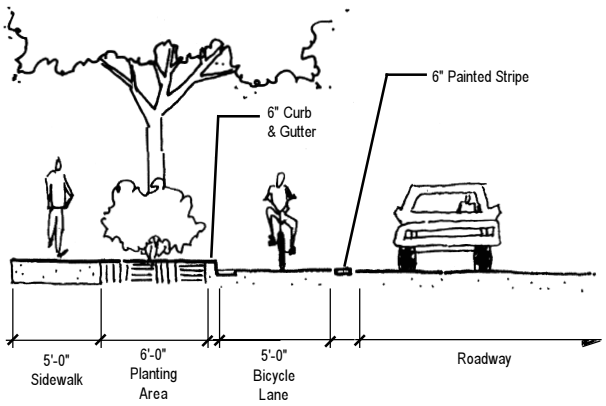


Map 13.
Northland Transit Plan

development proposals be reviewed and analyzed as to pedestrian connections between the existing and potential future transit stop and destination.

Park-N-Ride lots and connecting express bus or light rail transit service to south of the River should be promoted. As previously noted, two existing and four potential Park-N-Ride locations have been identified for the Northland. The success of linking Park-N-Ride to transit in the Northland is closely tied to the overall City transportation strategy. To promote transit usage to and from the Northland, capacity could be added to Missouri River crossings through light rail extensions or high occupancy vehicle lanes instead of general purpose lanes, to improve the travel time benefit of transit compared to the automobile. Also, the amount of new parking within the Urban Core should be limited and the price of parking structured to allow transit to be competitive.

Reverse transit from south of the River to the Northland would increase the utilization of transit and benefit the Northland. These services have typically failed because Northland destinations do not currently provide the local density needed to support transit. Further promotion of mixed use centers or local destination shuttle service should be a part of any future reverse transit proposal.



Roadway with bicycle lane, sidewalk, and planting area

Pedestrian and Bicycle Paths

Pedestrian sidewalks and bicycle paths should be developed to link neighborhoods to each other and to transit, schools, parks, shopping and other community services. Area plans should be prepared that refine the Mid-America Regional Council (MARC) bikeway plan. Street standards should be revised to require bike lanes and sidewalks for all new roads. Existing streets should be examined for the lack of safe, continuous bicycle and pedestrian facilities, particularly within one-quarter mile of all commercial areas, transit routes, schools, parks, and other high activity areas.

Traffic Impact Analysis

All developments of significant size should be required to conduct a traffic impact analysis addressing automobile, transit, pedestrian, and bicycle circulation. The objective of these studies is to identify necessary

on-site and off-site improvements to offset project impacts. The City may require the developer to make any required improvements; the cost of off-site improvements could be deducted from development fees if a traffic impact fee system were implemented. If a development requires significant off-site improvements because the phasing of the project does not follow a logical development pattern, the developer could be required to pay a higher fee, to be reimbursed when subsequent fees are collected from future development requiring the same improvements. Key elements of the traffic impact study should be as follows:

- *Introduction:* Proposed development and the extent of study area should be described.

- *Existing Conditions:* a.m. and p.m. peak hour turn movements and level of service analysis within the study area should be conducted to determine whether existing traffic volumes exceed standards. This analysis would also be required to address existing pedestrian, bicycle, and transit circulation within the study area.

- *Cumulative Conditions:* Previously approved or anticipated developments that may affect the study area's circulation system should be identified and projected traffic assigned to the existing roadway network. Annual growth rates should be estimated for a ten and 20-year plan horizon and mitigation measures identified to offset cumulative conditions if level of service exceeds standards. Pedestrian and bicycle improvements should be provided to serve adjacent developments, schools, parks, transit, and activity areas within one-quarter mile of the proposed development.

- *Trip Generation / Distribution / Assignment:* Using established rates identified in the Institute of Transportation Engineers Trip Generation Manual or as agreed to with City staff, daily a.m. and p.m. peak hour trip generation for the proposed development should be determined. The anticipated trip distribution patterns for the proposed development should be described and the projected traffic assigned to the intersections and streets within the study area.

- *Future Condition Plus Project Analysis:* Project a.m. and p.m. peak hour and daily traffic volumes should be added to existing plus committed traffic volumes. Intersection level of service analysis should be conducted to determine whether traffic volumes exceed street standard thresholds.

- *Signal Warrant/Progression and Access Analysis:* A determination should be made as to whether proposed full access intersections can be accommodated within acceptable signal progression guidelines and that volumes exceed signal warrants. Projects involving access to the arterial street system should indicate appropriate conformance with City's access requirements.

- *Mitigation Measures:* On and off site automobile, pedestrian, and bicycle project mitigation to offset project impacts should be determined.

Transportation Project Funding

Given the major scope of new circulation improvements plus safety and capacity upgrades to existing facilities needed in the Northland, a creative and comprehensive program for funding transportation projects will be needed as part of the financial management strategies proposed by the Governance Plan. Tools to be considered in implementing this program include the following:

- *Right-of-Way Dedication:* All future developments would be required to dedicate their share of the needed right-of-way for roads, consistent with the Major Street Plan and right-of-way standards.

- *Developer Exactions:* Developers would be required to construct a fair share of road improvements abutting their property, or off-site improvements that are required to mitigate development impact. "Their share" may include curb, gutter, sidewalk, landscape parkway, street lights, and one travel lane. Off-site improvements would be based upon a traffic impact analysis.

- *Local or Special Improvement Districts:* Some local governments make extensive use of local or special improvement districts to finance construction of arterials in growing areas. Typically, property owners within the district pay for the majority of the improvements with some level of contribution from local government. Proposed Missouri state legislation would allow Community Improvement Districts (CIDs) to be established in the Northland and is further discussed later in this section.

- *District Financing:* Special district financing for infrastructure improvements, such as roads and bridges, is funded through property tax or sales tax collected within a defined

district. Special districts have been established within Clay County; however, current State of Missouri statutes do not permit districts within the City of Kansas City portion of Clay County. Clay County has a sales tax to fund road and bridge projects, but the return on the tax collected is significantly lower in Kansas City (which is not in a district) compared to the portion of the County within road districts. Three special districts exist within Platte County, two of which have portions of Kansas City within them. In order for special road district financing to be effective within the Northland, there will need to be a change in state statutes to permit the creation of new districts or the expansion of existing districts and a more equitable distribution of the revenues collected. As recommended by the Governance Plan, the City should cooperate with other jurisdictions to promote this and other legislative initiatives that provide more funds for priority local programs.

- *Oversizing:* It may be appropriate in some instances to require developers to oversize road or intersection improvements to serve future development. This would be coupled with a reimbursement program from subsequent developments that also benefit from the oversized improvements.

- *Impact Fees:* Road impact fees may finance new road construction including lanes in addition to the single lane required by adjacent developments, medians, special intersection treatments, drainage improvements, bridges, and bikeways. These fees would only be used for the improvements required to serve future development and could not be applied to improvements necessary to mitigate existing problems or deficiencies.

- *Transportation Maintenance Fees:* In order to maintain the existing transportation infrastructure, some jurisdictions collect a transportation maintenance fee, based upon property tax, vehicle registration fees, or sales tax.

- *Tax Increment Financing:* Commonly used to fund local transportation improvements in the Northland, this mechanism involves use of a percentage of the revenues generated by a project to pay back construction of public infrastructure improvements that benefit the development. Tax increment financing should be carefully evaluated for its effect on future tax revenues available for other necessary services, such as schools.

A preliminary system for prioritizing Northland transportation projects is presented in Appendix A. This system needs to be coordinated with ongoing City and regional efforts at prioritization.

Utilities

Water Service

With the passage of the 1996 water system capital improvement program, the Northland is in a relatively favorable position regarding public water supply. Various system improvements are either underway or planned, including mandated improvements in water treatment facilities and water quality monitoring and analysis capabilities. Various other system improvements are needed, such as elevated storage to assist in the maintenance of system pressures in the Northland and distribution system capacity improvements. The latter will provide enhanced fire protection and improved service to established areas.

A major water supply issue is the extent to which public investment should be directed towards new service extensions. In general, maintenance of the existing water supply system and selective upgrading of inadequate segments in developed areas should have a higher priority than extending water service into undeveloped areas. This concept should be applied in setting priorities for projects to be implemented through the water system capital improvement program. (It should be noted, however, that some of the improvements planned for areas currently without service are needed to provide adequate service to existing neighborhoods and/or allow infill development on existing lots.) System expansions should only be done in concert with established land use plans and policies.

As a related matter, Kansas City currently supplies treated water to several surrounding jurisdictions. Consistent with the financial management and intergovernmental relations strategies recommended by the Governance Plan, this practice should be continued, as it optimizes the use of existing infrastructure and provides revenue to support facilities that would otherwise represent stranded investment.

Sewer Service

As with water service, priority should be given to maintenance of the existing sewer system and selective upgrades to improve service to developed areas. Development that is remote from existing sewer service should

be expected to pay most of the cost for connection to the public sewer system. The City may wish to consider options to improve the flexibility of providing sewer to areas that are currently without service. One is to expand the definition of Bond Sewers to include any oversize required to accommodate future development beyond the 8-inch line needed to serve an individual project. This would be similar to current water service practice. In addition, other options for remote development need to be explored, such as pumping to existing treatment plants and the use of community waste treatment systems. In the latter category are common collection systems, waste treatment lagoons or similar facilities, and package treatment plants. If such local treatment facilities are used, the systems need to be designed to facilitate ultimate connection to the public sewer system. Any sewage collection and treatment arrangements that do not involve connection to the public system should be carefully evaluated as a part of the subdivision review process.

The approximately 2,300 residences in the Northland currently served by on-site septic systems should be connected to public sewers. The priority for these connections should be established on the basis of health or environmental hazards resulting from continued use of the septic systems and the financial feasibility of connections. The City should consider implementing financial assistance mechanisms, including the formation of improvement districts and provision of low-cost financing.

Stream corridors and floodplain areas should be preserved for their natural drainage functions.

Stormwater Management

Overall stormwater master planning in the Northland is only partially accomplished. Comprehensive planning for the various drainage basins in the Northland needs to be implemented on a multi-jurisdictional basis. Updated floodplain mapping also needs to be completed. From these efforts, funding requirements and priorities can be established for both new construction and maintenance. Current funding mechanisms and the sufficiency of revenues should also be reviewed.

The surface elements of stormwater conveyance lend themselves to integration with natural features, such as swales, channels, and open space. Natural drainage patterns and floodplain areas should be preserved to the greatest extent possible to prevent flooding problems. This policy would also help to preserve the natural character of the landscape so

highly valued by Northlanders. Wherever possible, stormwater runoff should be accommodated using swales and other natural drainage features rather than storm sewers.

Public Urban Design

A high standard of quality in the design of public facilities and spaces will both improve the Northland's physical environment and set an example for private development to follow. The 1992 *City Plan for Urban Design* lays out an urban design concept for all of Kansas City, encompassing both public and private development. Within the framework set by the city-wide plan, it is recommended that a coordinated urban design concept be implemented for the Northland, as a focus for action to enhance the quality of the public landscape (Map 14). The basic components of this concept are:

- Gateways
- Corridors
- Public facilities and spaces
- Landmarks
- Scenic views
- Signage

Gateways are important roadway entrances to and from the Northland. They establish the initial visual image of the Northland as well as its relationship to Kansas City South and the rest of the metropolitan region. Key gateways include the Broadway, Heart of America, Paseo, Chouteau, and I-435 bridges; the KCI Airport; and entrances into the Northland from neighboring jurisdictions along interstates and arterial roadways such as I-35, M-152, and I-635.

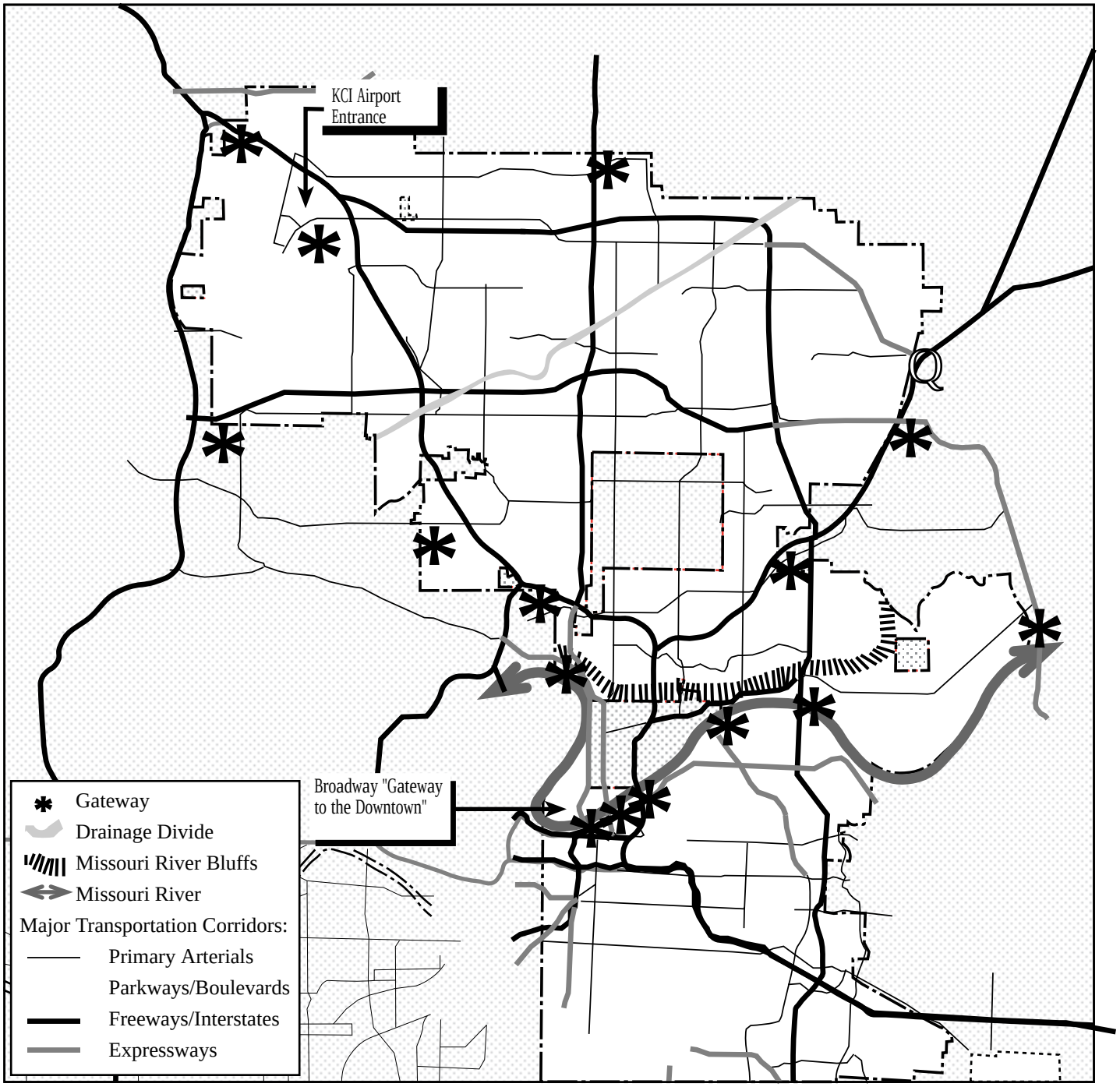
Identified gateways should be developed with landscaping, signage, public art, and other improvements to establish a positive visual image signalling entry into a special part of Kansas City. Priorities for these improvements include the bridges and the KCI Airport entrance roadway (Cookingham Drive). The current landscape improvements on Cookingham Drive should be continued and enhanced with signage and public art (e.g., fountains, sculpture). The bridges are particularly important due to their high traffic volumes and role in connecting Kansas City North and South. Potential visual improvements to the bridges include special lighting to transform them into visual landmarks at night and opening up views of the River for users. Aesthetic standards should be developed for future bridge improvement projects, to address design considerations such as lighting, views to and from the bridge, railings,

pedestrian access, and the overall structural form of the bridge. The programmed Chouteau Bridge improvement is an example of a project that should incorporate urban design elements.

The ***"gateway to the downtown"*** from the KCI Airport along the Broadway Extension to the Broadway Bridge has been identified as a priority for visual improvement. This roadway should be developed with landscaping and other design improvements to establish a more attractive approach to the Urban Core. These improvements could be coordinated with development of the proposed North Kansas City multi-modal transportation center.

Corridors include the major freeways, arterials, parkways, and boulevards that define the visual experience of travelling through the Northland. The City has in place aesthetic standards for parkways and boulevards. "Enhanced" arterial standards have also been adopted but are generally not used. These standards should be reviewed for application to arterial roadways such as Barry Road, to improve their attractiveness and emphasize their role in linking centers of activity. These standards should address street tree planting and other landscaping, lighting, pedestrian amenities, and the provision of medians, wherever possible. The standards should also address roadway design with respect to existing topography, other sensitive natural features, and significant views, such as of the downtown skyline. Examples of current projects that should incorporate urban design improvements include the Barry Towne project at US-169 and Barry Road, the widening of M-45 Highway west of I-29, and the bridge widening at Englewood Road and US-169. A "percent for streetscape" program, similar to the current "one percent for art," should be considered as a way of integrating urban design improvements into roadway projects.

Freeways and many major arterials in the Northland are, of course, not constructed or maintained by Kansas City. The design of M-152, for example, will help shape the visual character of the Northland as the highway is completed. The City's visual standards should be communicated to the Missouri Department of Transportation so that the objectives of the Northland community with respect to roadway design are understood, existing Missouri highway projects can be revised to meet them, and proposed projects can be designed to include them.



Map 14.
Northland Urban Design Concept

Public facilities and spaces are important to both civic life and the visual identity of the community. To reinforce the important role of these facilities, design guidelines should be established for government buildings, schools, parks, and other public spaces. These standards should address elements such as architectural design, landscaping, pedestrian/bicycle facilities, transit access, and parking. Where possible, existing facilities should be improved in accordance with the guidelines. A flexible "one percent for art" policy should be continued for all public facilities to the extent that it enhances quality of life for residents.

Landmarks serve as visual focal points and sources of community identity. The Children's Fountain and Northland Fountain are two existing public landmarks in the Northland. Opportunities should be sought to develop new landmarks that enhance the Northland's image and identity in public (as well as private) development projects. Such landmarks could include additional fountains, sculpture, or creative designs of buildings or landscapes. The landmarks should be located in visually prominent locations, such as well traveled roadways, and should be accessible to pedestrians as well as to passing vehicles. The "one percent for art" program is one possible mechanism for funding such landmarks.

The Children's Fountain is one of two fountains that are important Northland landmarks.

Scenic views of the natural and built landscape are provided in parts of the Northland by its distinctive topography. Particularly spectacular are views of the downtown Kansas City skyline from high points on the south face of the ridge that defines the two major drainage basins of the Northland. Major views and view corridors should be protected from encroachment and, where possible, made available for the enjoyment of the public (e.g., through the provision of pulloffs on roadways with scenic vistas).

Signage is another important urban design element in the Northland landscape. As part of a larger effort for all of Kansas City, a coordinated, attractive, informational and directional signage system should be developed throughout the Northland. The purpose of this system would be to 1) direct residents and visitors to important destinations such as activ-

ity centers, attractions, and the bridges to the downtown and 2) reinforce the visual identity of the Northland and its neighborhoods. The system should incorporate larger, more attractive, and more readable signing of major streets.

In addition to improved public signage, enhanced regulation of private signage is needed to reduce the number of confusing or unattractive signs in the Northland. The existing signage ordinance should be more aggressively enforced. The ordinance should be reviewed for changes to improve regulations regarding signage size, appearance, location, and quantity. There should be a policy change with respect to billboards, discouraging them to the extent feasible and attempting to remove them wherever possible.

C. PHYSICAL PATTERN

Public policies, incentives, and regulatory mechanisms should be used to encourage a more integrated land use pattern than the current one consisting of isolated residential subdivisions with commercial uses concentrated along arterials and at major intersections. These policies can promote:

- Infill of developed and developing areas rather than "leapfrog" development into fringe areas lacking urban infrastructure and services
- A more compact, interconnected pattern of development structured around defined centers
- A variety of lifestyle choices made available through a varied development pattern
- Preservation of open space through clustering

This section elaborates upon several mechanisms proposed to help shape the future physical pattern of the Northland. These mechanisms are:

- Area planning
- Infrastructure funding policy
- Compact development options: centers, cluster or open space development
- Housing choice: to shelter an economically and socially diverse population
- Sunsetting provisions

Area Planning

For planning purposes, the City Planning & Development Department has divided the Northland into nine areas (Map 15):

- KCI Airport General Planned Development District
- Line Creek Valley
- Gashland
- Nashua-New Mark
- Briarcliff-Davidson-Antioch
- Winwood
- Birmingham
- Harlem
- Shoal Creek Valley

The area plans developed for these planning areas constitute a primary tool for shaping the physical development pattern of the Northland. They define desired future land use throughout the Northland in terms of residential, commercial, industrial, and public uses. Most of the currently adopted area plans are relatively old and do not take into account recent land use changes or the FOCUS Kansas City comprehensive planning process. Updating the area plans will provide the City with the opportunity for detailed application of the principles, policies, and actions recommended by FOCUS Kansas City and the Northland Plan.

Infrastructure Funding Policy

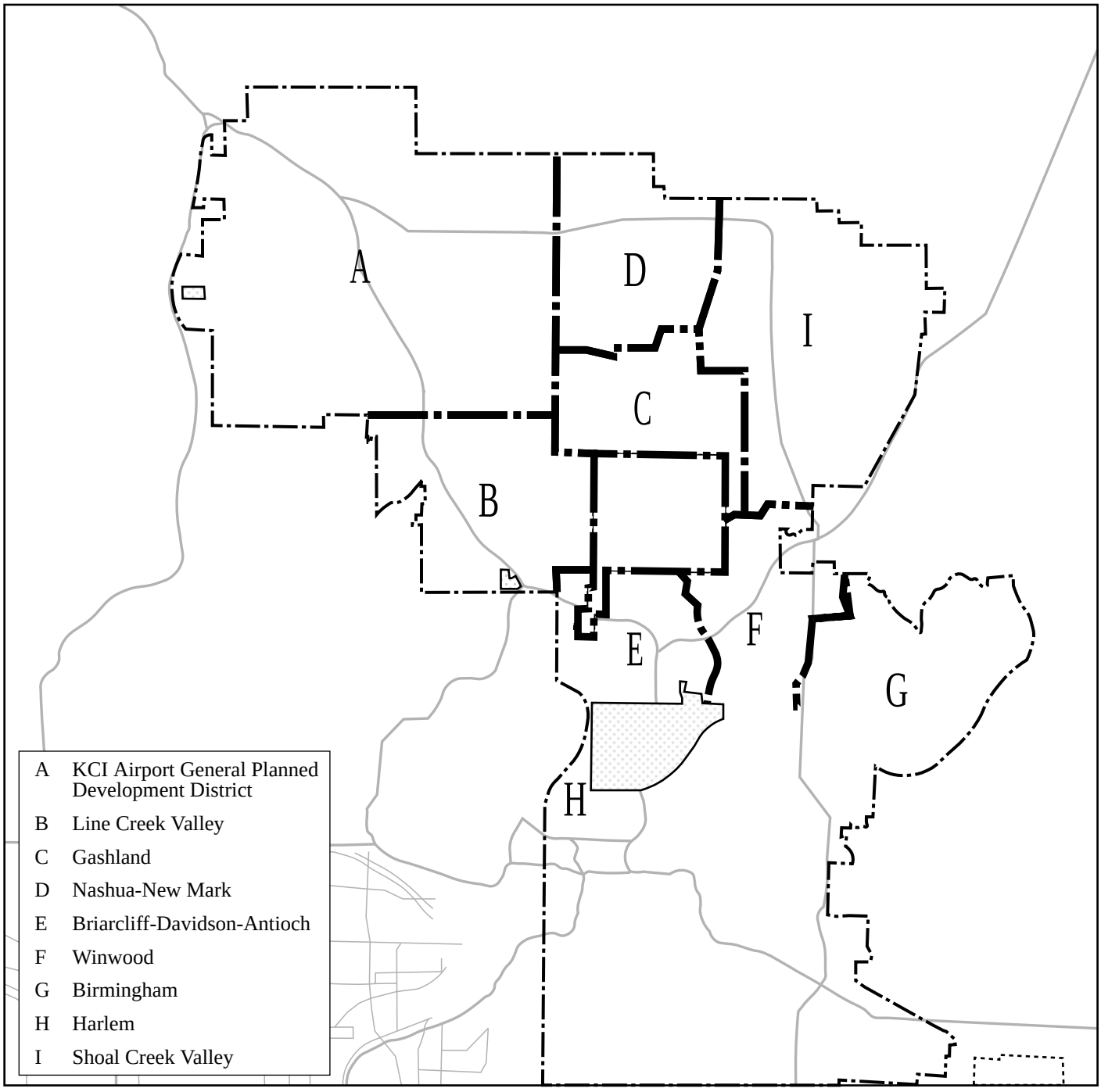
The City's policy regarding the private share of the costs of constructing arterial roadways, sewers, and other infrastructure needed to support new development exerts a strong influence over the physical pattern of the Northland. As previously described, public investment in infrastructure improvements should be directed to encourage infill development in predominantly developed areas and in developing areas such as the Line Creek Valley that are characterized by fragmented uses. In undeveloped areas that are not contiguous with existing development, developers should be responsible for the full cost of infrastructure improvements unless the project meets specific objectives of the Northland Plan and FOCUS Kansas City. Even with this policy, the City's funding ability is constrained by the limited resources available compared to the need for deferred maintenance and new improvements. Accordingly, creative private funding mechanisms are needed if adequate infrastructure is to be provided to infill and developing areas.

Under the current system, only owners and developers adjacent to arterial streets or parkways are assessed for major roadway improvements. Persons owning property that is not contiguous with arterials are not assessed a share of the costs, although they benefit from and contribute to the need for these improvements. Special benefit districts are one way to equitably distribute infrastructure costs in developing areas. This technique has been effectively applied in Kansas, and would become available in Missouri through new Missouri state legislation authorizing the establishment of Community Improvement Districts (CIDs). This legislation allows private parties, by vote of a majority of landowners by assessed value and per capita within the CID, to assess or tax themselves for improvements and services that benefit the entire community.

Compact Development Options

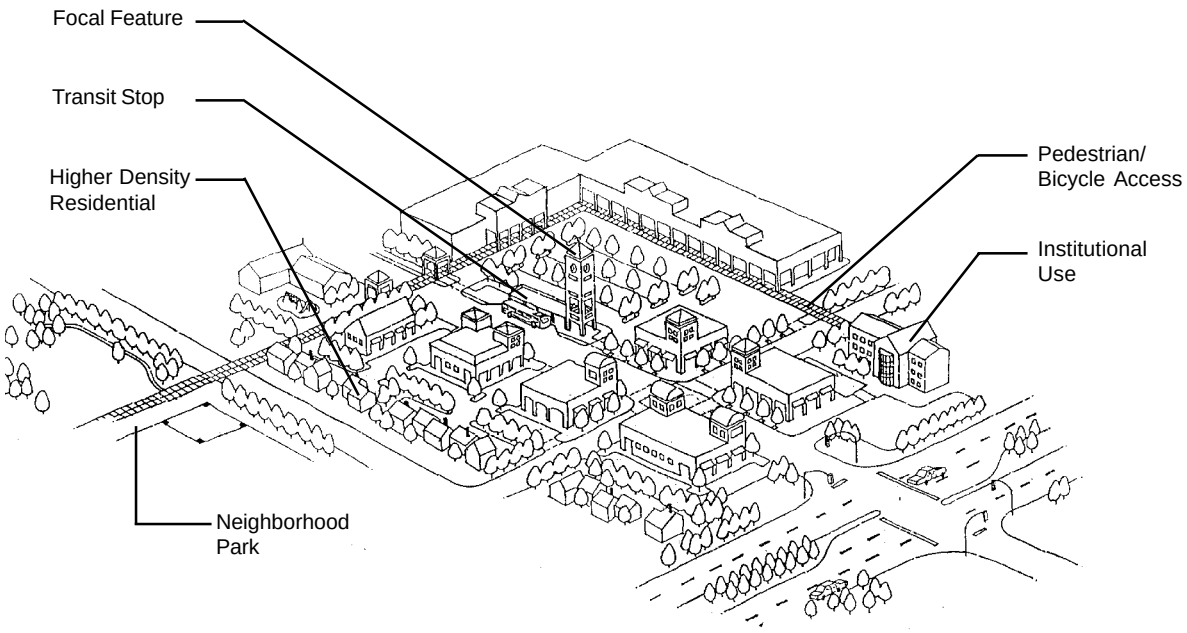
One of the key recommendations of the Northland Plan is that the future development pattern of the Northland should be structured around defined **centers** ranging from low intensity (neighborhood) to high intensity (regional). The "centers" concept is discussed at length above. A variety of regulatory and policy changes will be required to implement this concept:

- The area plans should be revised to delineate the locations of centers.
- The Zoning Ordinance should be revised to permit higher density, mixed use developments in designated center locations. This change should be coupled with site design and architectural standards to encourage a pedestrian and transit-friendly environment. Incentives could be provided for the provision of community-serving uses such as day care.
- Public/private partnerships and incentives should be used to encourage retrofitting of existing automobile-oriented centers (e.g., Metro North and Antioch) with the characteristics of a mixed use center.
- New community-serving facilities should be sited within designated centers.
- The roles of public schools and other community facilities as focuses of community activity should be reinforced through center designations (where appropriate) and through coordination with the school districts and other agencies. Schools provide logical anchors for the smaller scale neighborhood centers.
- Transit service provided by ATA should be coordinated with center locations.



Map 15.
Northland Planning Areas

- City infrastructure investments, including arterial roadways and pedestrian/bicycle paths, should be targeted to support centers.
- The role of traditional centers such as Liberty should be sustained through inter-jurisdictional coordination.

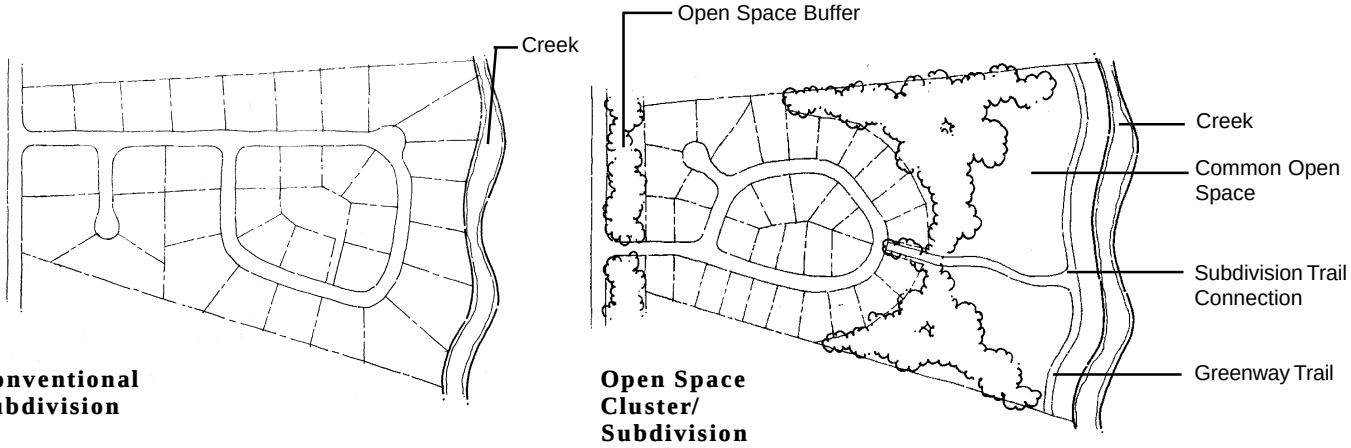


Concept for a Mixed Use Center retrofitted from existing shopping center

Centers should be relatively compact in size to promote pedestrian/transit use and discourage linear development along arterial roadways. As a general rule, areas within 1/4 mile of a major transit stop should support increased density and mixed uses, including higher density residential development. The greatest density should be permitted and encouraged within 600 feet of the transit stop. Automobile-oriented uses should not be permitted within this area. The required number of parking spaces should be reduced on a "sliding scale" based upon the availability of transit and other modes of travel. In addition, shared parking between uses that have parking demands at different times should be encouraged. These measures could also be applied to existing shopping centers to promote the partial redevelopment of expansive parking lots (largely underutilized except for a few days during the year) for mixed uses configured to promote pedestrian traffic.

An orderly transition of uses should be provided from the higher density core of the center to surrounding lower density residential neighborhoods. Local street, bicycle, and pedestrian connections should be provided between the center and the neighborhoods. The center should be served by secondary as well as arterial roads to provide multiple points of access, separate local from through traffic, and minimize congestion on the primary roadway system.

Cluster or **open space development** is another technique that has potential to encourage a more compact pattern of development in the Northland. With the exception of the provisions of Section 80-270 regarding community unit projects (residential developments with a mix of dwelling types), the City's Zoning Ordinance does not currently provide an option allowing the lots in a subdivision to be reduced in size in order to preserve the remainder of the tract as permanent open space. This option would appear to be particularly well suited for the R-A zone, where the three-acre minimum lot size provides an excellent opportunity to preserve meaningful open space through clustering. (As an example, clustering on one-acre lots would theoretically preserve two-thirds of the site as open space). In order to make clustering a more attractive option, some communities provide incentives in the form of higher permitted densities for open space developments. For example, the density permitted in the R-A zone could be increased to one unit per two acres for cluster developments. This would still allow 50 percent of the site to be preserved as open space if the units were clustered on one-acre lots.



Conventional Subdivision

Open Space Cluster/ Subdivision

The advantages of open space compared to conventional development include the following:

- It guides development to the most suitable portions of the tract while allowing key environmental resources to be protected (e.g., woodlands, wetlands, and steep slopes).
- By facilitating setbacks from roads and preservation of key natural features, it preserves the visual quality of the landscape as viewed from public rights-of-way.
- It can reduce site improvement costs by up to 30 to 50 percent due to lower infrastructure expenses (roadways, sewer and water, etc.) resulting from decreased lot size, frontage, and road length requirements.
- It promotes more compact development patterns with reductions in the amount of streets and utilities, lowering long-term costs for maintenance and services.
- It preserves open space for the community at little or no expense to the taxpayer. With proper planning and design, the open space can form part of an integrated, community-wide system of parks, open space, and greenways.
- If units are properly clustered, it allows maintenance of natural drainage patterns on the site, reducing the need for structural solutions to stormwater runoff.
- It provides open space and recreational amenities to residents while lowering initial housing prices if the reduction in development costs is passed on to purchasers. Studies have found that homes in open space developments typically have a higher resale value than those in conventional subdivisions.

Cluster development should be encouraged not only in the R-A zone and other lower density areas of the Northland, but also on infill sites in developed and developing areas. Allowing clustered attached housing (townhouses) should be considered as one way of preserving significant open space in zones with relatively small minimum lot sizes (e.g., 7,500 square feet in the R-1a zone). The proposed inventory of natural and scenic resources in the Northland should be used to define areas that are best suited for open space development.

The following measures should be considered to promote open space development:

- Provision of density incentives
- Relaxation of selected development standards for required public improvements such as road construction. The standards

could be relaxed on a sliding scale related to the density of the development, with the greatest reduction granted to the lowest density developments in outlying fringe areas, provided that they preserve significant open space.
- Expedited review procedures compared to the current system, which subjects conventional subdivisions to lesser amounts of scrutiny than innovative forms of development

Housing Choice

The regulatory and fiscal policies of the City should be designed to promote a range of quality housing choices available in the Northland, including both higher-priced homes and affordable housing to increase diversity and provide persons with low and moderate wage service jobs the opportunity to live in the Northland. The benefits to be derived from this strategy include:

The attractiveness of this new subdivision was enhanced by preserving existing trees.

- A more diverse community with a variety of housing densities and types is healthier than a homogenous one, supporting different household types and life phases.
- It will reinforce Kansas City's competitive position in the metropolitan region by offering a variety of lifestyle choices to complement the urban core.
- Higher-priced homes enhance the City's tax base and strengthen the Northland's developing middle and upper income job base.
- Affordable housing provides Northland businesses with access to a larger pool of local workers in a tight job market.

The Northland has a relatively diverse housing stock, including newer suburban development, a number of multi-family projects constructed during the last decade, and neighborhoods with significantly older homes. Programs to promote rehabilitation and improvement of existing homes and neighborhoods should be implemented as a cost-effective way to ensure a supply of quality affordable housing. In addition, incentives and public/private partnerships should be used to promote the construction of affordable housing. Potential mechanisms include:

- Fiscal incentives for rehabilitation of existing or construction of new affordable housing. These could include tax abatements or deferrals, or waiving of fees if an impact fee system were implemented by the City.

- Regulatory incentives (e.g., increased density) for the construction of affordable housing. Infill sites may be particularly attractive for higher density housing, including the empty-nester/move-down market.
- Modifying zoning to allow the mixing of unit types (single-family detached, townhouses, and multi-family) in the same development
- Targeting of public investments and low-cost financing programs to address deferred maintenance and/or substandard infrastructure in older neighborhoods

Wherever possible, new affordable units should be integrated with market rate housing to promote a more balanced and healthy community. For example, studio apartments in single-family areas would accommodate elderly residents who could make significant contributions to neighborhood life.

One issue related to housing choice in the Northland is large lot or "mini-estate" development. Until recently, Kansas City's development regulations allowed creation of large residential lots in the R-A zone without subdivision review. However, the City has taken the position that such development is undesirable because of its effect on future growth in the Northland. Specifically, large lot development can impede the extension of sewer and water lines and result in higher costs or lower levels of urban services such as road maintenance, schools, police, and fire. Accordingly, the regulations have been changed to require subdivision review of any proposal to divide land zoned R-A into two or more lots which are less than 20 acres in size. This change requires developments with less than 20-acre minimum lots to comply with subdivision standards with regard to roadway construction, stormwater drainage, etc. The following additional regulatory changes should be considered by the City:

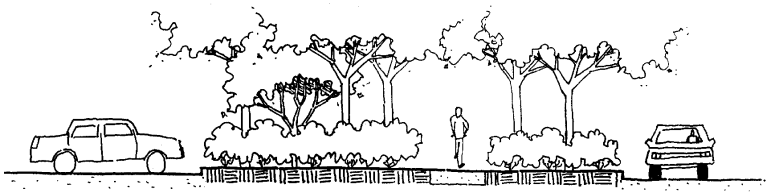
- Further increase the minimum lot size in the R-A zone subject to subdivision review to 40 acres (the same as in the GP-7 zone in Platte County), coupled with incentives for open space development as previously discussed. Use of this development option in lower density areas will provide alternative housing and lifestyle choices while preserving open space and promoting an orderly development pattern.
- Establish subdivision design standards to discourage the creation of multiple lots along existing section line roads. Instead, development access roads should be limited to existing access points where possible, with open space buffers maintained along the existing roadway.

Sunsetting Provisions

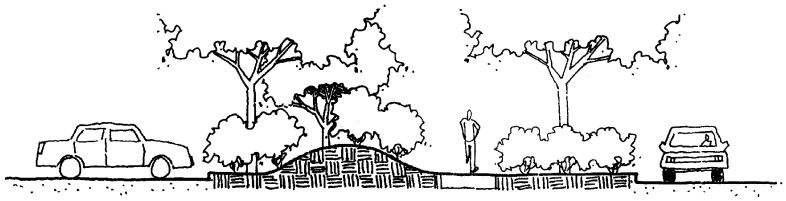
A major issue for the future physical pattern of the Northland is the large amount of vacant land zoned for residential or commercial use, much of which has been has been platted into subdivisions. Approved residential and commercial developments have sufficient capacity to accommodate many years of growth at current rates. Some of these developments were approved many years ago and may not promote the future pattern of growth desired by the Northland Plan. Existing undeveloped areas with zoning that is inconsistent with Plan aspirations and policies will be identified through the area planning process. Rezoning these areas to bring them into conformance with the revised area plans should be considered. The new zoning should be phased in over time to allow owners a reasonable length of time to develop their properties in accordance with the zoning that existed prior to the change. In addition, future projects should be subject to "sunsetting" provisions. These provisions would trigger new review and approval of projects if they have not been implemented within a specified number of years, with the requirement that they comply with current regulations. Time limits should also be set on City commitments to support approved developments.

D. DEVELOPMENT STANDARDS

To achieve the aspirations for the future of the Northland, a higher standard of quality in private as well as public development at the site level will be required. This should be linked to an improved development review and approval process that is more "user friendly," increases certainty, and streamlines good development proposals. One way to promote higher quality is through the establishment of clearer design standards and guidelines for new development. These standards should be designed to produce a more predictable approval process (as opposed to the case-by-case negotiation typical of the current approach), and should be linked with incentives for the desired forms of development and a service orientation by City staff in order to improve the overall development process. The standards would be applied through:



Tree Preservation



Landscape and Berms

Grade Change

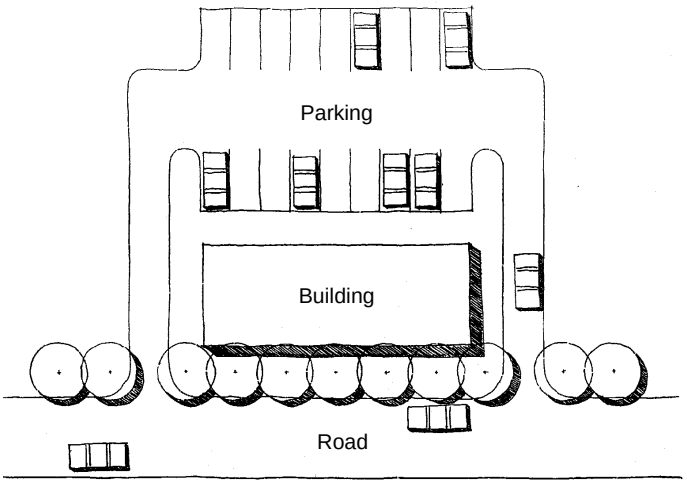
Screening of parking areas

- A new Site Plan Review Ordinance with defined standards for the review of development proposals.
- Strengthening of the standards contained in the Subdivision Regulations to promote quality development.

Site Plan Review

Currently, requests for rezoning require site plan review by the City Planning & Development Department and the City Plan Commission. Developments that do not require rezoning or subdivision approval are not subject to site plan review. Problems with the current process include:

- Although most major developments in the Northland involve rezoning, not all significant non-residential developments are subject to site plan review.
- The lack of explicit development standards can increase uncertainty, the work required by both City staff and the applicant, and the length of the development review process.
- The linking of rezoning approval to a specific site plan can create problems in the future if the proposed development is not built in a timely fashion.



Locating parking behind building defines street "edge," increases visibility, and fosters pedestrian environment.

Many smaller communities in the Kansas City region - for example, Lee's Summit, Liberty, and Overland Park - have site plan review procedures with design standards for new development in place. Kansas City should similarly implement a Site Plan Review Ordinance applicable to commercial, industrial, multi-family, and mixed use developments. The site plan procedures would need to be coordinated with the rezoning process to avoid increasing the time and level of effort required for review and approval. To ease the burden on applicants, size thresholds could be established to allow minor developments to receive a streamlined, administrative review.

The following are the types of standards that could be applied through a Site Plan Review Ordinance:

- Landscaping, including the use of vegetation and landform to buffer non-residential uses from boulevards, other arterial roadways, and adjacent residential areas
- Location and design of parking (e.g., siting parking lots behind rather than in front of buildings)
- Minimization of impacts on critical natural and cultural resources (floodplains, stream corridors, steep slope areas, woodlands, historic sites). A tree preservation ordinance could be enacted with requirements for replacing mature trees removed for development.
- Pedestrian/bicycle amenities and connections (e.g., between commercial/mixed use developments and adjacent residential areas)
- Location and design of signage
- Location and design of buildings

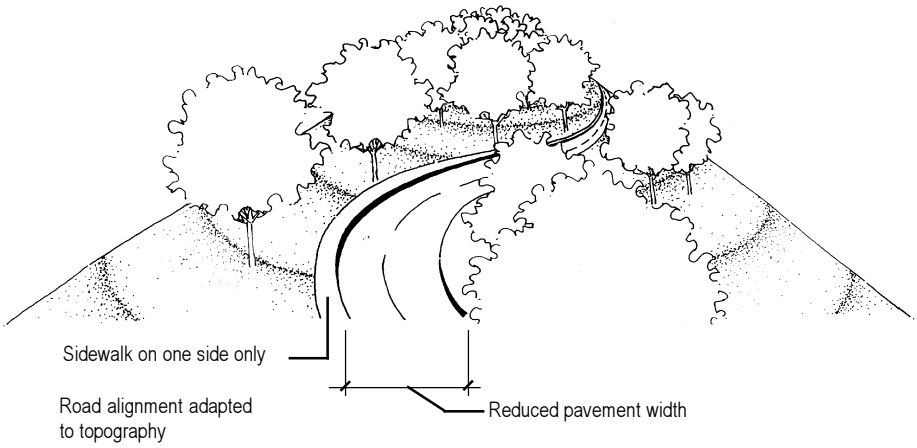
Not all of the standards would need to be applied to all development proposals. For example, architectural guidelines (reduced building setbacks, front porches, rear garages facing on alleys, etc.) might be applied to "urban village" developments to encourage pedestrian orientation and communication among neighbors. These standards could be linked to development incentives, such as increased density.

Subdivision Review

The current standards contained in the Subdivision Regulations should be strengthened to promote better quality development. Potential changes include:

- Allow flexibility in the application of subdivision engineering standards where necessary to preserve sensitive natural resources

  Standards such as road width, horizontal curve radius, and the requirement for sidewalks on minor streets could be relaxed where appropriate to encourage sensitive design with respect to topography, vegetation, and natural features. In general, the Subdivision Regulations could more clearly address the preservation of natural resources by requiring the delineation of steep slopes, existing woodlands, and other significant resource areas on the plat and setting standards to minimize impacts.



Flexible engineering standards can be applied to local streets to minimize impacts on natural resources.

- Enhance the requirements for dedication of parks, playgrounds, and open space areas

  The current acreage required to be dedicated for parkland purposes (.006 acres per person expected to live in the subdivision) is relatively progressive by national standards. However, the parkland dedication requirements could be improved by giving the City rather than the developer the option to accept money in lieu of land, and by increasing the required monetary contribution to more adequately reflect the value of the land not donated.

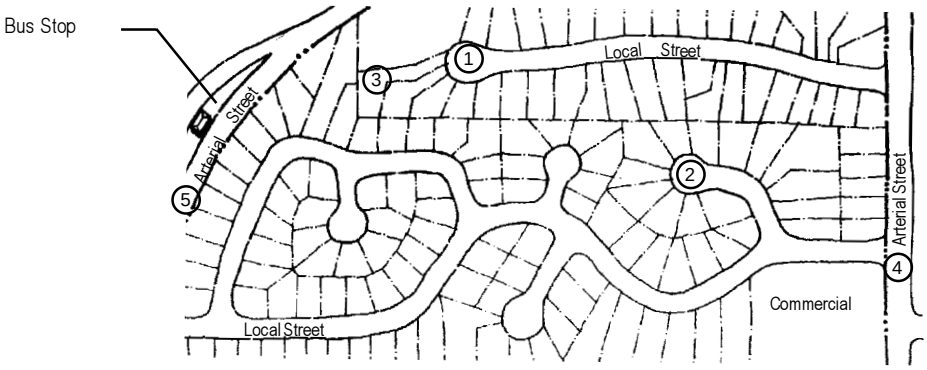
- Make street tree planting a required rather than a recommended improvement for residential subdivisions

  Perhaps more than any other single element, mature trees can define a "great" residential street. Requiring planting of street trees would enhance the character and livability of the Northland's future neighborhoods while contributing to environmental quality.

- Introduce standards to promote connectivity for vehicles, pedestrians, and bicycles

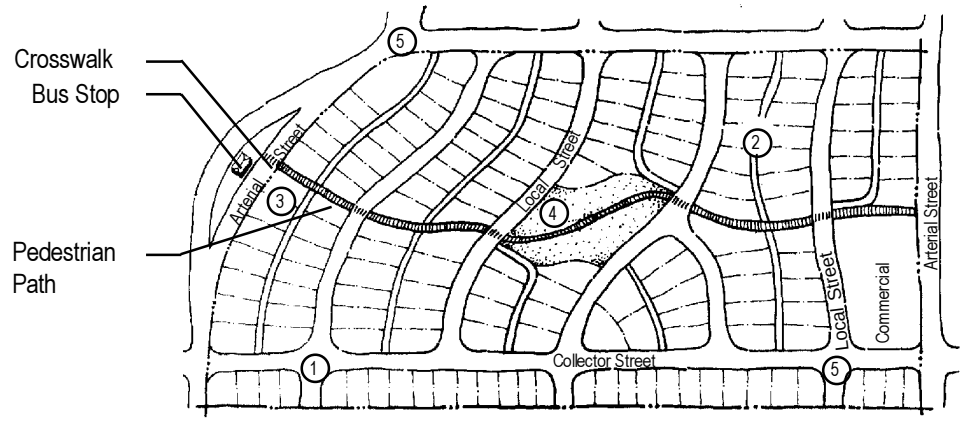
  The conventional subdivisions being built in the Northland, with winding street patterns, cul-de-sacs, unbroken private lot lines, and limited connectivity to adjacent neighborhoods and the larger street system, are not conducive to transit, bicycling, and pedestrian modes of movement. Standards should be introduced into the subdivision regulations to promote the development of interconnected streets, sidewalks, and path systems through roadway layoutand relationship to adjacent properties, lot orientation, and the provision of pathway easements.

Conventional Subdivision



1. Lack of connecting streets isolates neighborhoods, creates long travel distances, and forces all autos onto the arterial street.
2. Cul-de-sac layout discourages walking and encourages more driving.
3. A family living 200 feet from a bus stop must walk 2,640 feet to catch a bus.
4. "Dog-leg" intersections create unsafe traffic movements.
5. There is no safe pedestrian crossing to the bus stop.

"Interconnected" Subdivision



1. Connected streets allow convenient auto, pedestrian, and bicycle circulation within the neighborhood and to adjacent activities.
2. Alleys reduce congestion, take parking/utilities off the street.
3. Bus stop has direct pedestrian access.
4. Neighborhood park has direct pedestrian access.
5. System of arterials and local streets provides most direct routes between origins and destinations.

Source: Snohomish County Transportation Authority, Washington

Development Review and Approval Process

In order to realize the aspirations for the future of the Northland, a partnership will be needed between the City and the development community. Developers will need to be willing to test new ideas and implement innovative forms of development. The City will need to 1) set an example for the private sector by holding to a high standard of quality in public development; 2) provide incentives that make it worthwhile for developers to test new forms of development; and 3) improve the development review and approval process to enhance customer service, increase certainty, and minimize the amount of time it takes to receive a permit, while providing for neighborhood input. Specific ways in which the development review and approval process can be approved include:

- Provide technical assistance by City planning staff to applicants interested in pursuing innovative forms of development
- As part of the new City management structure recommended by the Governance Plan, establish "one-stop shopping"; i.e., a single point of contact for all questions and issues related to the development process
- Specify maximum time periods to be met in reviewing and approving development proposals
- Improve the review and approval process to make the City and developer more aware of community attitudes regarding the effects of the development on the local neighborhood. Possible ways to improve the current process include disseminating information on public meetings/development proposals through the City's cable access channel and web site, expanding notification requirements to more fully inform neighbors, and scheduling meetings to make them more accessible to citizens.

Appendix A

PRELIMINARY TRANSPORTATION IMPROVEMENT PRIORITIZATION SYSTEM

Funding of the multi-modal transportation system needed in the Northland is a complex issue. Not only is there competition between transportation capital improvements needed in the Northland, but funds must also be allocated between Northland improvements and capital and maintenance projects throughout the City. Also, funding categories in part are set outside the authority of the City at the federal and state levels. Some of these allocations can and should be challenged, particularly where it is the opinion of Northland residents that the allocations are not in their best interest.

It is assumed that future transportation improvements for noncontiguous development projects in undeveloped areas will be the responsibility of the new developments. Programs such as right-of-way designation, developer exactions, user fees, registration and vehicular sales taxes, local or special improvement districts, developer impact fees, and tax increment financing all should be considered for funding future transportation improvements. Maintenance of existing and future components of the City's transportation system must also be considered and strategically planned for.

Nevertheless, funding of the Northland transportation improvements necessary to serve existing and infill development is an important priority. Regardless of future transportation budgets, funding will be inadequate to accommodate all the transportation improvements needed and

proposed. Because the needs will likely exceed the available funding, steps should be taken to allocate existing resources in the most cost effective manner possible. Therefore, a prioritization process needs to be established for ranking the benefit or importance of one improvement over another.

Not only is there a need to determine on a comparative basis which transportation improvement category is of greatest benefit to the Northland, but, given limited fiscal resources, decisions must also be made on which projects within a transportation improvement category should receive priority over the others.

A potential system for prioritizing transportation projects in the Northland has been identified. This system involves a two-step process. First, resources are allocated to each transportation category. Second, priorities are established between projects within a project category.

Prioritization between funding categories for the Northland should be in part based upon needs identified by Northland residents. It should be noted that the allocation of resources may be limited by what the funds can be used for. As an example, Federal transit funds can only be used for transit projects. The prioritization process should be largely a technical comparison of the need for and the merits of identified projects and, therefore, can and should be conducted by a technical approach. Projects with value added through state/federal matching funds or developer participation would be a desired objective of the ultimate selection process.

Five project categories have been defined for prioritization in the *Moving About the City* Building Block. These include:

- Highway
- Transit/HOV
- Light Rail
- Bike/Pedestrian
- Mobility Strategies

In order to assess projects within these five categories, five evaluation criteria are proposed. The importance of one measurement over another is reflected through an evaluation weighting consensus developed by the Northland Work Team. Projects are prioritized based on a ranking of their total score which is the sum of the products of measurement weighting and score. Measurement weighting, general measurement criteria, definitions, and scoring definitions for roads and highways are as follows:

System Continuity (Weight 25)

Projects should complete gaps or improve incomplete or inadequate segments of the Northland transportation system. Emphasis should be place on projects located within existing development areas and those that will serve the Northland's Priority Development Areas. In addition, emphasis should be placed on Northland connections (major origins to major destinations) rather than local connections.

3 Project will complete a segment which helps to provide a continuous link between two points of regional or Northland significance within or to the Northland's Priority Development Areas (i.e., developed or developing areas).

2 Project will bring to standards an existing roadway segment which is significant to existing development areas within the Northland or will serve existing and future development within the Northland's Priority Development Areas.

1 Project will complete or bring to standards a segment which enhances continuity of a local system.

0 Project is on a segment which does not enhance continuity within the Northland's Priority Development Areas or existing local development.

Congestion Mitigation (Weight 25)

Projects should reduce congestion by capacity or operational improvements, or by reducing demand through trip reduction or shifts to alternative modes. It should be noted that congestion improvements are not just widening of existing arterials, but also include transportation system management solutions such as signal system improvements, storage lane requirements or consolidation of access points.

3 Congestion is frequently experienced and the project will measurably improve capacity and/or travel time.

2 Congestion is experienced primarily at peak hours and project will measurably improve capacity and/or travel time.

1 Congestion is not currently experienced but would occur with future in-fill development.

0 Project would not measurable improve any congestion problems.

Safety Enhancement (Weight 25)

Projects should enhance safety by addressing an existing hazardous situation, a potentially unsafe situation, or a facility of substandard design. Safety is not just for the automobile, but would include safety improvements for pedestrians and bicyclists.

3 Facility is a "high hazard" situation or substandard design and the improvement will clearly improve the problem.

2 Facility is of a substandard design and has a higher than average accident rate. The improvement would bring the facility to standards and help avoid hazard conditions.

1 Improvement is a high hazard but the project is expected to have only limited success at reducing accidents or the location is of moderate hazard and the improvement would bring the facility to current standards.

0 Project would not provide any beneficial effects on safety.

Environment (Weight 5)

Projects should improve the quality of the environment in the Northland. This would include both improved air quality and amenities such as parkway enhancements.

3 Project will clearly improve air quality through reduction in Vehicle Miles Traveled or improved traffic flow, will enhance the Northland's Parkway System, or will significantly improve the quality of other environmental objectives such as avoidance of any environmentally sensitive areas.

2 Project may improve air quality and would enhance the Parkway System or avoid environmentally sensitivity areas.

1 Project would not improve, but would have no adverse impacts on air quality or other environmental objectives.

0 Project could have adverse impacts on air quality or other environmental objectives that would difficult to mitigate.

Economic Benefit (Weight 20)

Projects should be economically sound and provide a good value to the existing and future residents of the Northland. The Economic Benefit rating is calculated based on the sum of the points from the system continuity, congestion mitigation, safety enhancement and environmental categories divided by the projected improvement costs. The scoring for the economic impact measurement is as follows:

More than 100 points per $1 million	=	3
50 to 100 points per $1 million	=	2
25 to 50 points per $1 million	=	1
Less than 25 points per $1 million	=	0

Appendix B

GLOSSARY OF TERMS

Activity Centers:
Areas of the city with a concentration of attractions and activities, which may include any combination of offices, manufacturing facilities, retail stores, residences, institutions, entertainment and recreation. Also referred to as "Hubs".

Adaptive Re-use:
The renovation of a building to serve a use other than the one for which the building was originally constructed, e.g., the conversion of a school to apartments or a warehouse to offices.

Affordable Housing:
Housing where the occupant pays no more than 30 percent of gross income for gross housing expenses, including utilities.

Area Plan:
Plan prepared as a guide for public policy regarding land use and development in a specific planning area of the City. There are nine planning areas in the Northland.

Area Transportation Authority (ATA):
Metropolitan organization in the Kansas City area responsible for providing public transportation.

Arterial Street:

Roadway designed for large traffic volumes and moderate- to high-speed travel, providing access through and around cities and regions and/or linking major activity centers within the city. Arterials are classified as primary or secondary according to the volume of traffic conveyed. See "Primary Arterial" and "Secondary Arterial."

Blight:

Portions of the city which the City Council determines that, by reason of age, obsolescence, inadequate or outmoded design or physical deterioration, have become economic and social liabilities and where the conditions are conducive to ill health, transmission of disease, crime or inability to pay reasonable taxes.

Boulevard:

As defined by Kansas City's Plan for Major Parks, Boulevards, Parkways, and Greenways, "A boulevard is conceived as a wide formally designed street of distinguished character with a broad right-of-way, often with a substantial median, and with formal landscape effects. It is normally bordered by residences and makes connections with most intersecting streets."

Brownfields:

A piece of property, usually industrial, that is unused or underused due to real or perceived environmental problems, such as soil or groundwater contamination.

Building Blocks:

The FOCUS Building Blocks are Kansas City's twelve strategies to develop a successful model for a new American City by building a connected city. Connections are physical, social, economic, technical and people-oriented. These strategies provide the foundation for all the specific recommendations in the seven component plans that comprise FOCUS.

Capital Improvements:

A permanent addition to the city's physical assets including structures, infrastructure (sewer and water lines, streets), and other facilities, e.g., parks and playgrounds. May include new construction, reconstruction or renovation that extends the useful life. The cost of land acquisition, design, construction, renovation, demolition, and equipment are all included when calculating capital expenditures.

Chapter 353 or "353":
Missouri State redevelopment law which allows cities to establish incentives to improve blighted areas. Incentives, which aim to stimulate private investment, may include tax abatement and granting of the power of eminent domain to a developer to acquire properties and carry out activities according to a development plan approved by the City.

Citizen Access and Communication Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes initiatives that will make information available and accessible to citizens, thus increasing communication between citizens, businesses and government.

City:
The government of the City of Kansas City, Missouri. Includes any of the various boards, agencies, commissions, and official bodies.

City Life Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block recognizes the importance of culture and entertainment, which enrich the quality of life and make Kansas City a unique and urbane community.

City Plan Commission:
An eight-member commission appointed by the Mayor to oversee the planning and development of the city. The Commission's role and function is to make recommendations to the City Council planning and zoning matters. On rezoning cases, subdivisions, area or neighborhood plans, and most planning activities, the Commission must hold public hearings and submit a recommendation to the City Council on development cases.

Citywide Physical Framework Plan:
One of the seven Focus component plans developed during Phase II. This plan addresses the character of future growth, development and redevelopment, along with capital and infrastructure needs for the city. It also provides strategic land use planning guidelines.

Clean Sweep:
City Program for delivering certain City services in the priority and manner determined by the community. Clean Sweep is done in a partnership between citizens, businesses, institutions, and the City.

Cluster Development:
A residential development designed to preserve open space by clustering homes on a portion of the property, leaving the remainder as open space.

Collector Street:
Roadway designed to carry moderate volumes of traffic and "collect" vehicles, funneling them to arterial streets. Collector streets provide connections between arterial streets.

Community Anchors:
Important organizations within a neighborhood or the city which contribute significantly to the quality of life and economy in that area. They may be organizations, businesses or institutions that provide a strong presence in the community.

Community Anchors Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes initiatives that enable businesses, institutions, organizations and neighborhoods to work in a cooperative manner to ensure their individual well-being and success and to implement FOCUS.

Community Development Block Grant (CDBG):
A Federal funding program that provides annual funding to eligible local governments for housing, community revitalization, development programs and social services, particularly in low- and moderate- income areas.

Community Development Corporations (CDCs):
Not-for-profit development organizations established to redevelop and revitalize housing and commerce that provide services in a particular area of the city.

Community Infrastructure Committee (CIC):
Committee established in 1995 by Greater Kansas City Chamber of Commerce and charged with the responsibility of assessing how Kansas City, Missouri can better address its infrastructure needs with particular attention given to developing strategies and mechanisms for resolving the City's deferred maintenance backlog. The committee developed a framework of policies, procedures, systems, and mechanisms aimed at improving the overall administration of the Capital Improvement Program including its planning, decision making, funding, and monitoring processes. The CIC worked closely with the Citywide Physical Framework Work Team and their recommendations are included in the FOCUS Citywide Physical Framework Plan and the Governance Plan.

Community Impact Statement:
A process designed to evaluate major expenditures and investments by the City. This process is proposed in the FOCUS Governance Plan.

Community Improvement District (CID):
A district established to allow private parties, by vote of a majority of property owners within the district, to assess a special tax on themselves for improvements and services that benefit the entire community.

Community Policing:
Program linking police with neighborhoods and social service agencies in an effort to increase positive and preventive citizen-police contact and interaction, reduce crime and increase visibility and service.

Compact Development:
Pattern of development in which structures and uses are located in close proximity to one another. In areas of the city that are developing, compact development refers to development that is contiguous or adjacent to existing development. See "Contiguous Development."

Competitive Economy Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block outlines strategies for providing Kansas Citians with the opportunity to thrive and succeed in a rapidly evolving and highly competitive economic system. Employment training, education, transportation, incentives for businesses, business retention, and business assistance activities are some of the components of our economic strategy.

Connecting Corridors Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes recommendations to strengthen and create a variety of corridors in Kansas City. Cultural, entertainment, employment, transit and environmental corridors, among others, are addressed in this Building Block.

Conservation Areas or Neighborhoods:
One of four neighborhood types developed in the FOCUS plan. This term describes neighborhoods that contain any age and type of development that is in good condition and of good quality with a strong market. The actions needed are to keep these areas stable, and to predict and address any emerging negative trends in order to avoid potential problems.

Contiguous Development:
Development of tracts of land in areas immediately adjacent to existing development.

Cul-de-sac:
A local street with only one outlet and having an enlarged area for the safe and convenient reversal of traffic movement.

Density:
Term used to describe the amount or intensity of development on a tract of land. Density is generally measured in two ways: as the ratio of housing units to total land area (e.g., dwelling units per acre) or as the ratio of total building floor area to total land area or Floor Area Ratio (FAR) (e.g., a FAR of 2:1 indicates that the total square feet of building area is twice the total square feet of land area.)

Design Guidelines:
A set of policy statements used to direct or guide the external features of a development, as well as the relationships within the development site and between the development and adjacent uses, in order to promote quality places.

Developing Areas or Neighborhoods:
One of four neighborhood types developed in the FOCUS plan. This term describes areas located throughout the city where there are major expanses of land that have never developed, areas where development is imminent, and where some new development has occurred in recent years. The actions needed in these areas are related to planning considerations for new development and to the construction of new/adequate infrastructure.

Development Pattern:
Configuration or organization of the built environment.

Diversity:
Differences among groups in terms of age, gender, culture, race, ethnicity, income, religion or disability.

Down Zoning:
Rezoning of a property to a lower density or intensity, i.e. from a commercial to a residential, or from a multifamily to a single-family zoning district.

Downtown Loop:
Area of the Urban Core that is defined and contained within the I-35/I-70 highways. Its distinguishable skyline and the agglomeration of commerce, civic and other activities make the Downtown Loop an essential component of Kansas City.

Environmental Stewardship:
Responsible use and management of natural resources and energy.

FOCUS:
"Forging Our Comprehensive Urban Strategy" or FOCUS, is the name of Kansas City, Missouri Strategic and Comprehensive Plan.

FOCUS Center:
A neighborhood-based facility providing a range of services to local residents. See "FOCUS Centers Building Block."

FOCUS Centers Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block proposes the creation of neighborhood-based facilities to provide citizens with information and services. FOCUS Centers would be created through partnerships between the City, businesses, community anchors, neighborhoods and community groups.

FOCUS, Phase I: The Policy Plan:
Completed in 1994, Phase I of FOCUS provides a vision statement for Kansas City and fourteen supporting Principles for Policy. The vision statement emphasizes putting people first in all decisions.

FOCUS, Phase II: The Strategic and Comprehensive Plan:
Completed in 1997, Phase II of FOCUS consists of seven technical component plans. These are: Citywide Physical Framework Plan, Neighborhood Prototypes Plan, Preservation Plan, Urban Core Plan, Northland Plan, Human Investment Plan, and the Governance Plan.

Gateway:
Major point of arrival into the city, or a particular part of the city, such as a neighborhood or business district. A gateway can either mark the physical entrance to the area, or it can mark the location where most people would feel they have entered an area, such as the first point along a major roadway where a person can see the downtown skyline of Kansas City.

Governance Plan:
One of the seven FOCUS component plans developed during Phase II. The plan sets out specific strategies for improving city services, establishing and maintaining the financial health of the city, strengthening citizenship and metropolitan cooperation. The plan also provides a framework to ensure the implementation of initiatives in the other FOCUS component plans.

Great Streets:
A concept that promotes the concentration of new development and/or rehabilitation activity along specific corridors linking key activity centers across the community.

Greenspace:
Land not available for construction and designated for conservation, preservation, recreation or landscaping.

Greenway:
A continuous corridor of open (green) space that is preserved and not developed. Greenways offer a variety of benefits, such as recreation, bicycle/pedestrian movement, and preservation of wildlife habitat along with other natural resources.

Healthy Community Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block incorporates "partnership" and "prevention" as strategies to help people achieve their full potential and addresses health issues, homelessness, racial intolerance, and other barriers.

Heart of the City:
See "Urban Core."

High Density Housing:
Generally includes apartment buildings over six stories in height, with more than 75 dwelling units on an acre of ground.

Housing Choice:

Refers to the availability of a variety of types and locations of housing. Housing can vary according to size (e.g., number of rooms or stories), style (e.g., bungalow, construction frame, two story, ranch), type (e.g., single family versus multi-family or duplex), location (e.g., urban versus suburban), price and other characteristics.

HOV:

Typically refers to highway lanes dedicated for use by vehicles with multiple riders (carpools, vanpools, and buses) during rush hour.

Human Investment Plan:

One of the seven FOCUS component plans developed during Phase II. The plan outlines recommendations related to life-long education, retaining and encouraging diversity, equipping citizens for the changing work environment, job retention and expansion strategies, programming for stimulating interest in culture and the arts as well as practical life skills for Kansas City's youth, and enhancing Kansas City as a place of excellence, creativity, celebration and unity.

Identity:

The distinguishing character or elements of a place, neighborhood, commercial area or any other part of the city. See also "Sense of Place."

Impact Fee:

Fees charged to a developer to cover the costs that a development imposes on the community.

Incentive:

Inducement provided by government to encourage development of a certain type or in a certain area. Examples include tax abatement, tax reduction, power to condemn and acquire property, density bonuses, etc. The term "highest incentive" is used in the FOCUS Plan to indicate the most significant incentives, to be offered businesses or developers who meet a specific list of criteria.

Infill Development:

Development of vacant or underutilized properties within predominantly built up neighborhoods and commercial areas.

Infrastructure:
The basic facilities and equipment necessary for the effective functioning of a city, such as the means of providing water service, sewage disposal, telephone service, electric and gas connections, and the street network.

Intelligent Transportation System:
A transportation system employing technology designed to increase the carrying capacity of existing roadways (e.g., actuated traffic signals based upon real time traffic flow).

Intermodal Transportation:
Multi-modal transportation, with an emphasis on the transfer of people and goods from one mode of transportation to another.

Investing in Critical Resources Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block outlines the city's fundamental responsibilities: to protect the lives and property of Kansas Citians, to be responsible stewards of the public's capital assets, and to safeguard the natural environment. Commitment of resources and investments in these basic and essential services is one of the highest priorities for Kansas City.

Kansas City Register of Historic Places:
The list of buildings, structures, sites and objects in Kansas City that have been recognized by the City Council for their architectural, historical, cultural or aesthetic significance. See "Landmarks Ordinance."

Land Use:
A description and classification of how land is occupied or utilized, e.g., residential, office, parks, industrial, commercial, etc.

Land Use Regulations:
Ordinances and resolutions which govern and direct development of land in a city. Examples include Zoning and Subdivision Regulations.

Landmark:
Urban design feature serving as a visual focal point and source of community identity.

Landmarks Ordinance:
The section of City Code that defines and establishes the Kansas City Register of Historic Places, the Landmarks Commission and the powers of the Landmarks Commission.

Leapfrogging:

Development of a tract of land located beyond previously developed areas, leaving undeveloped land in between. Utilities, infrastructure, police and fire protection and other public services must be provided to these "leapfrog" developments, making them costly to the City and to other taxpayers.

Life Long Learning Building Block:

One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block describes strategies providing people with learning opportunities throughout their lives. By focusing on people at all stages of their lives, life long learning ensures that Kansas City will become known for "Citizens Involved in Learning."

Light Rail:

Transit technology which runs at grade or street level at approximately the same speed as adjacent vehicular traffic. The trains are typically two cars in length and run quietly. Light rail stations can be as close as a few blocks apart.

Low Density Housing:

Generally one to three story single family and duplex housing, with no more than 14 dwelling units allowed on one acre of land.

Low-Income Housing:

Housing which is affordable to households with incomes from 51% to 80% of the median income of a given area, as determined by the Department of Housing and Urban Development (HUD). Adjustments exist for smaller and larger families and for areas with unusually high or low incomes or where needed because of prevailing levels of construction costs or market rents. Two additional categories have been created by HUD: very low income housing - 31% to 50% of median income, and extremely low income - 0% to 30% of median income.

Major Street Plan:

Official public document outlining the network of existing and proposed freeways, interstate highways, expressways, primary and secondary arterials, parkways and boulevards required to support the current and future development of Kansas City. The first Major Street Plan was adopted by the City Council in 1971. The current Plan was adopted by the City Council in 1996.

Medium Density Housing:

Generally includes apartment buildings up to six stories in height, with generally no more than 75 dwelling units on an acre of land.

Metro Green Plan:

Study conducted by the Prairie Gateway Chapter of the American Society of Landscape Architects' Community Advisory Team (1992) that defines a concept for developing two concentric greenway corridors in the region. The Mid-America Regional Council is currently administering the concept's implementation, and many cities in the region have adopted it.

Metropolitan (Metro) Area:

The five-county metropolitan area used by the City Planning and Development Department to define and describe greater Kansas City in FOCUS background reports. The counties included are: Jackson, Clay and Platte in Missouri and Johnson and Wyandotte in Kansas.

Metropolitan Statistical Area (MSA):

The eleven-county metropolitan statistical area defined by the U.S. Census Bureau to describe a broader metropolitan area for analyses and reporting. The Kansas City MSA includes Jackson, Clay, Platte, Cass, Ray, Clinton and Lafayette in Missouri and Johnson, Leavenworth, Wyandotte, and Miami in Kansas.

Mid-America Regional Council (MARC):

The Mid-America Regional Council (MARC) serves as the association of city and county governments and the Metropolitan Planning Organization (MPO) for the bistate Kansas City Region. MARC functions as an ongoing forum for area jurisdictions and diverse community interests to address mutual problems; conducts long-range planning and coordinates public policy to support the economic, social and environmental health of metro area; provides important services to the community and promotes the effectiveness of local governments through technical assistance, independent research and cooperative programs.

Mixed Income Housing:

A multi-family housing development which includes a range of income groups. This mix is determined by the type of project financing. For example, a 100 unit development financed with low income housing tax credits, CDBG funds and private financing might have 60 units restricted for households with incomes below 60% of the median area income, 25 units for households below 80% of the median area income, and 15 units at market rate with no maximum income cap.

Mixed Use:
A land use type which recognizes that many land uses and activities are compatible and can be co-mingled to promote physical development at a human scale. Mixed use allows the integration of commercial, retail, office, medium to high density housing, and some light industrial land uses. These various land uses can be integrated either horizontally or vertically in a single building or structure, or on a parcel or parcels of land.

Mixed Use Center:
A node of development and activity that provides a focal point for the surrounding area. This node incorporates mixed uses such as commercial, office, residential, and community serving facilities. The transportation/circulation system in a mixed use center is designed to accommodate a variety of modes, including pedestrian, transit, bicycle and the automobile. Mixed use centers are divided according to function and scale into regional, community and neighborhood centers.

Mixed Use Center - Community:
A type of mixed use center designed to serve multiple neighborhoods which includes major retail, shopping, light industry, medium to high density housing, and low to mid-rise office buildings.

Mixed Use Center - Neighborhood:
A type of mixed use center designed to serve adjacent neighborhoods which provides services such as a grocery store, pharmacies, small to medium size office spaces, banks, low to medium density housing and other low-rise office buildings.

Mixed Use Center - Regional:
A type of mixed use center designed to serve the entire metropolitan area, providing specialty shops, discount stores, major retail and entertainment venues, hotels, high density housing and mid to high-rise office buildings.

Mixed Use Center - Small Neighborhood:
A type of mixed use center designed to serve a neighborhood and which provides small scale services, such as an ice cream parlor, coffee shop, small sit-down restaurant, a hair salon and other small businesses. These centers are located close to low density housing areas.

Mode:
See Transportation Modes.

Moving About the City Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block represents our transportation strategy and addresses the need to move people and goods throughout the city. Our transportation strategy emphasizes reliability, efficiency and choice which are best achieved through a multi-modal transportation system providing a wide range of transportation choices in an interconnected system. These choices include transit, automobiles, pedestrians, bicycles and other modes.

Multi-Modal Center:
Locations which support the coming together and linking of multiple transportation modes, such as air travel, automobile, pedestrian, rail, commuter rail, light rail and/or major bus routes.

Multi-Modal Transportation:
A transportation system using a variety of travel modes to transport people and goods. Components of this system include vehicular roadways, transit (bus, rail), bikeways, pedestrian paths (sidewalks), freight railways and airplanes.

Municipal Art Commission:
A six member board appointed by the Mayor with two advisors charged with oversight of projects including: the One-Percent-For-Art program, an annual photography contest and bi-annual urban design awards.

National Register of Historic Places:
The list of buildings, structures sites and objects that have been recognized by the National Park Service for their architectural, historical, cultural or aesthetic significance.

Neighborhood Assessment:
A process for neighborhoods to identify priorities and improvement strategies according to their neighborhood type. The four neighborhood types, as defined in the Neighborhood Prototypes Plan, are conservation, stabilization, redevelopment, and developing.

Neighborhood Improvement District:
A district established to allow private parties, by vote of a majority of landowners within the district, to assess a special tax on themselves for improvements and services that benefit the entire community.

Neighborhood Livability Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block includes strategies to make Kansas City's neighborhoods livable and enjoyable.

Neighborhood Prototypes Plan:
One of the seven FOCUS component plans developed during Phase II. This plan recommends specific actions to improve Kansas City neighborhoods and encourage resident partnerships in determining their future and delivery of City services. A unique neighborhood assessment process helps citizens identify neighborhood improvement strategies.

Nodal Development:
Pattern of development in which the most intense uses are located at the intersection of major streets, roadways and transit corridors and also in areas surrounding a transit station or transit stop. See also "Activity Centers."

Northland:
Area within the limits of Kansas City, Missouri, located north of the Missouri River. This area, measuring 159 square miles, is mostly undeveloped and contains some of the region's major activity centers, such as KCI airport, Executive Hills, and Metro North Shopping Center.

Northland Plan:
One of the seven FOCUS component plans developed during Phase II. This plan was developed specifically for the Northland. This plan targets investment strategies to maintain our existing neighborhoods, and encourages development where public facilities (water, sewer, streets) already exist. Protecting the natural environment and current character of the Northland are fundamental to the plan. Specific transportation improvements are recommended to improve east-west traffic, extend the boulevard system north of the river and create pedestrian and bicycle-friendly arterials.

Older Urbanized Area:
The oldest developed part of the Northland (e.g., the First Annexation). This area consists of established neighborhoods with relatively little undeveloped land.

Open Space Development:
See Cluster Development.

Oversizing:
The practice of requiring sewer, water, and other infrastructure improvements to be larger than necessary to serve an individual development so that the improvement can accommodate the area's ultimate capacity at build-out.

Park-and-Ride Centers:
Centers located in the outlying suburban areas along transit corridors which allow suburban residents to drive to the center, park their cars, and use the transit service to reach the city or major activity centers.

Parks and Boulevard Plan:
Plan prepared by the Parks, Recreation and Boulevards Department addressing the city's needs and priorities for new parks, community centers, recreation areas, parkways and boulevards. The current plan was adopted in 1993.

Parkway:
See "Boulevard."

Pedestrian-Oriented Development:
Development which provides facilities for walking and encourages pedestrian use, designed to make movement on foot attractive and comfortable and to reduce the dependence on motorized vehicles for short trips.

Physical Environment Plans:
Term that describes the five (out of seven) component plans of FOCUS, Phase II, that are "physical" in nature. These "physical" plans are the Citywide Physical Framework Plan, the Neighborhood Prototypes Plan, the Preservation Plan, the Urban Core Plan, and the Northland plan.

Plans, Zoning and Economic Development Committee:
One of four standing City Council committees. The Committee's responsibilities include holding public hearings to review all planning and development proposals and making recommendations for action to the full Council.

Policy Statements:
Specific directives outlined in the FOCUS Policy Plan that indicate criteria for making decisions as well as priorities and issues of importance for the city.

Preservation Plan:
One of seven FOCUS component plans developed during Phase II. This plan highlights the importance of Kansas City's rich

legacy of landmark structures, historic neighborhoods, and archeological resources that make our city a special place. Strategies on transportation, urban design, capital improvements, and tourism complete our vision of the future from a preservation perspective.

Primary Arterial:
Street designed to move through traffic. These streets can also accommodate major access points from abutting properties. Where traffic is heavy or movements may become congested, access to abutting land is often restricted to traffic moving in one direction.

Principles for Policy:
The fourteen major themes and statements of philosophy developed during Phase I that are essential for the city to achieve Kansas City's vision. All City actions are measured against these fourteen principles.

Priority Development Areas:
Concept developed in the FOCUS Citywide Physical Framework Plan which is designed to help in guiding land use and development policies. Each Development Priority Area represents an area which is currently developed, which is contiguous or adjacent to existing development, and where public facilities and infrastructure are already in place. Development outside of these areas should only be encouraged when it meets a larger FOCUS objective.

Property Maintenance Code:
Part of the City's Code of General Ordinances that set standards for the maintenance and rehabilitation of properties to insure public health, safety and welfare and to upgrade neighborhoods.

Public Housing:
Housing for persons with incomes generally below 50% of the median income level which are owned by the local public housing authority.

Quality Places to Live and Work Building Block:
One of twelve interconnected strategies to make Kansas City a successful model for a new American City. This Building Block provides guidelines to ensure that development in the city will establish a good relationship between people and the various physical elements of the city, including residential and commercial areas, focal points, activity centers, landmarks, corridors, waterways, and others.

Rezoning:
Process by which the authorized uses of a property are changed or modified. The City Council, upon recommendation from the City Plan Commission, is authorized to change the zoning of any property within the city as long as the action is justified by public necessity, convenience or general welfare.

Redeveloping Areas:
A FOCUS concept describing areas in which severe problems exist — the existing fabric of the area is generally gone and significant public and private investment is necessary. Redevelopment of these areas can meet market needs for residential and commercial development in older parts of the city. The actions needed are preserving structures that are sound or that may be historically significant, demolishing structures which are in poor condition, building new structures and creating a new fabric for the area.

Recycling:
Process of separating, collecting, processing, marketing, and ultimately using material that would have been otherwise thrown away. For example, a newspaper can be "recycled" for other printed matter or other paper products. Cans and bottles can be crafted for other uses.

Red-lining:
A practice among businesses, financial institutions, insurance companies and other organizations of refusing to provide services to certain supposedly high-risk geographical areas, regardless of the merits of the individual applicants; derived from the red line that the institutions may draw around the area on a map.

Right-of-way:
Property designated to be used for streets, highways, transit corridors, and other transportation related needs.

Road District:
A district established to allow property tax or sales tax to be collected to finance road and bridge improvements.

Secondary Arterial:
Street designed to provide access for one or more neighborhoods to various activity centers, community shopping centers, strip commercial areas, employment centers and community and regional recreation areas. Secondary arterials pick up traffic form collector streets and preserve the integrity of residential neighborhoods by keeping traffic out of them.

Sense of Place:
The sum of attributes of a locality, neighborhood or property that give it a unique and distinctive character.

Septic System:
An on-site system designed to treat and dispose of domestic sewage. A typical septic system consists of a tank (septic tank) and a system of tile lines or a pit for disposal of the liquid effluent (sludge) that remains after decomposition of the solids by bacteria in the tank. A septic system must be pumped out periodically.

Signage:
Display boards or surfaces used for directions, identification, instructions, or advertising; usually consists of lettering, pictures, diagrams, decoration, etc., often in combination, on a contrasting background surface.

Solid Waste:
Refers to garbage, refuse, sludges and other discarded materials. Even though the word "solid" appears in the name, solid waste can be a solid, liquid, semi- solid, or contained gaseous material.

Stabilization Areas or Neighborhoods:
One of four neighborhood types developed in FOCUS. The term describes areas that contain any age and type of development that is having problems — with building renovation, stagnant property values, increasing vacancies and/or a weakening market. These problems can range from relatively minor to severe. These areas contribute a variety of housing, commercial and industrial space at a variety of cost levels. The actions needed involve addressing the problems that exist — stabilizing where feasible and maintaining and upgrading where necessary.

Streetscape:
The environment along a street in an urbanized area. Streetscape elements include the roadway, including medians and associated landscaping, fountains, sculptures, sidewalks, on-street parking, street lighting, pedestrian lighting, traffic signals, signage, benches, trash containers, newspaper and other vending machines, bus shelters and other features within the area of the right-of-way.

Strip Commercial Development:
Development pattern that consists of long stretches of uninterrupted commercial development. This type of development pattern is generally oriented to shoppers in automobiles and is not friendly to pedestrian usage.

Subdivision:
Land, vacant or improved, which is divided or proposed to be divided into two or more lots, parcels, sites, units, plots or interests for the purpose of offer, sale, lease or development.

Subdivision Regulations:
Ordinance regulating the subdivision of land within the city.

Sunsetting:
Elimination of preexisting zoning and development approvals on properties affected by changes in regulations.

Sustainability:
An approach to design, development and management of community, which does not compromise the environment or the ability of future generations to meet their needs.

Tax Incentives:
Tools and mechanisms that convey one or several financial advantages to a particular employer, developer, or homeowner for a specific period of time. Incentive programs include Tax Increment Financing and Tax Abatement, the forgiving of a portion or all taxes due.

Tax Increment Financing (TIF)**:**
A state legislated incentive mechanism whereby certain redevelopment project expenses are financed by Payments in Lieu of Taxes (PILOTS) and a portion of Economic Activity Taxes (EATS) that result from the redevelopment project. PILOTS are equal to the tax revenue that would accrue from the increase in assessed property valuation in the project area. EATS are composed of taxes generated by economic activities within the project area, including sales taxes, utility taxes, earnings taxes and others. The project must be located in a blighted area, a conservation area, or an economic development area, and it must be determined that without TIF assistance redevelopment would not occur. A TIF plan must comply with the general development plan of the municipality.

Transit:
Term used in reference to public transportation, including buses, light rail, commuter rail, and others.

Transit Corridor:
Corridor which is served by public transit and which supports the development pattern of the surrounding areas. Development along transit corridors is generally pedestrian friendly. Higher

development densities are generally allowed at the intersection of transit corridors or at transit stops.

Transit Impact Zones:
Areas surrounding transit stations where higher density development should be permitted to provide support for transit usage. The zones are divided as primary impact zones, which extend to a radius of 600 feet around the transit station, and secondary impact zones, which extend from 600 feet up to a quarter- mile radius around the transit station.

Transit-Oriented Development:
Development and land uses which support and encourage public transportation. Buildings may provide minimum areas for parking; ancillary support uses for transit, such as a waiting area or ticket purchase station; pedestrian friendly streetscape and street furniture; and multiple uses within a building.

Transportation Demand Management (TDM):
Refers to developing policies plus public and private programs to manage the demand placed on transportation supply. Actions may include increasing the use of public transit and carpools, staggered work hours, etc.

Transportation Management Organization:
Organization whose mission is to promote transportation demand management. Transportation Management Organizations can be comprised of public sector agencies and/or private sector businesses.

Transportation Modes:
Term used in reference to the various mechanisms that move people or goods. Transportation modes include automobiles, bicycles, transit, rail, barges, airplanes, pedestrian and others.

Undeveloped Area:
Predominantly undeveloped, unplatted land, with a high proportion of agricultural use (e.g., most of the area north of I-435 and west of US-169).

Urban Core:
Area of dense development and activity in Kansas City, Missouri. The area generally from the Missouri River on the north, 75th Street on the South, the Kansas-Missouri state line on the west and the Blue River on the east.

Urban Core Plan:
One of seven FOCUS component plans developed during Phase II. The plan includes inventive strategies for central city neighborhoods, downtown, the Central Business Corridor, and plans for economic development, jobs, capital improvements, public transit and neighborhood livability. Strategies for the location of cultural facilities, marketing the urban core, revitalizing and sustaining neighborhoods are outlined in this plan.

Urban Form:
The large-scale organization and design of the city, including the massing and organization of buildings and the space and relationship between them.

Urbanizing Area:
The major growth corridors within the Northland (e.g., the Line Creek Valley and the North Oak corridor). This area contains a mixture of established development, more recent development, and undeveloped land.

Urban Villages:
Communities within the city with many locally available amenities and services and a pedestrian-friendly environment. An urban village is characterized typically by residential, commercial, educational, religious and recreational activities that recognize and reinforce the unique character of a specific neighborhood and include a village center which is within walking distance for neighborhood residents.

Zoning:
Mechanism through which cities regulate the location, size and use of properties and buildings. These regulations are designed to promote the health, safety, morals or general welfare of the community; to lessen congestion in streets; to prevent the overcrowding of land; to avoid undue concentration of population; and to facilitate the adequate provision of transportation, water, sewage, schools, parks and other public requirements.

Zoning Ordinance:
Chapter 80 of Kansas City's Code of Ordinances implementing zoning as a tool for regulating land use.

Acknowledgements

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Special Thanks

North Kansas City School District
Farmland Industries
Platte Brooke North Neighborhood and
Park Hill School District for providing meeting facilities.

We sincerely regret any inadvertent spelling errors or omissions.